

# Sales Management

THE MAGAZINE OF MARKETING

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APRIL 1, 1948



TWENTY-FIVE CENTS



*It looks hot, Judson, but  
where does the public come in?*

**Judson:** Well, what I had in mind was the way we can publicize it as a display to the dealers. Boy, will they stock up!

**Chairman:** But, Judson, we want to do more than just stock dealers. What we want to do is send customers into their stores...build up a steady stream of customers for them...build up a dependable demand!

You can't do that with a tricky thing like this. You need consistent advertising.

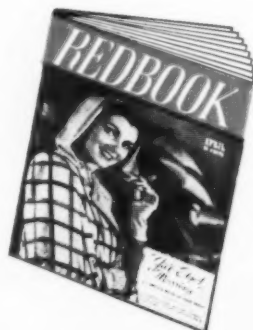
**Judson:** But we can't afford consistent advertising. It would swallow our budget in two months.

**Chairman:** You must be thinking of the big 4 or 5 million circulation books. What about that group of 1,800,000 families we can reach with

REDBOOK? They're young enough to be forming their buying habits... the majority of them are 35 or under. They have SIX BILLION DOLLARS to spend after paying taxes.

When you figure that you can have a full page ad in REDBOOK, every other issue for \$22,050, isn't that consistent advertising with a capital "C"? Why don't we do a good job on 1,800,000 families? That's better than any publicity flash you can think of!

Let's go home and send an order to REDBOOK.



# REDBOOK

444 Madison Avenue, New York 22, N. Y.





***In Philadelphia—nearly everybody reads The Bulletin***

*Evening and Sunday*

# *Sales* MANAGEMENT

## THE MAGAZINE OF MODERN MARKETING

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# Faith of the Nation

People who read news magazines are substantial citizens. They're the people who count in their communities—who earn more, live better, wield more influence—who support the church and pay their bills.

Leading families in America's home towns depend as much as city dwellers on news reports—prefer a magazine that makes them clear, human, salty. That explains PATHFINDER's amazing growth—and 98% of PATHFINDER's million families are home subscribers.

Remember that they are also the leaders in America's wealthiest trading centers where the farm cash income comes to market. PATHFINDER is becoming a great force in American life today.

# Pathfinder

**America's SECOND LARGEST News Magazine**



GRAHAM PATTERSON, *President—also publisher of FARM JOURNAL—Biggest in the Country*

from the Robert Riskin Picture  
MAGIC TOWN starring James  
Stewart. An RKO Radio release.  
— Story of a typical  
American home town.



# MEMO TO: *Sheep, Roosters and Ducks-*

We suspect that like other livestock, you don't do much reading. So we're calling your attention to the booklet pictured here. An historical account of cargo transportation by air, it notes the rather vital statistic that one each of your fearless forebears took part in the very first take-off. Back in 1783, that was. And we thought you'd want to know.

Featuring seldom-seen aeronautica engravings and photos, the booklet was planned, written and produced for client Air Express, whose service has come far since their first scheduled flight in 1927. Ironically enough, though, while almost anything else can go by Air Express, livestock today is taboo!

To tell this history of skyway shipping, we really did some delving. Then, offered the result to Air Express prospects. Frankly, they gobbled it up, if you'll pardon the expression. For within two short weeks we'd received over 8,000 requests for the booklet. And before the flurry had finished, the total was almost twice that. All in all, a 17% response — fairly eloquent proof that people with a present can do worse than tell of their past.



If you're looking for promotional approaches that pay off, why not benefit from our quarter-century of experience in getting Direct Results? Write on your business letterhead for a copy of "Things Every Sales Executive Should Know About Dickie-Raymond."

*There's Only One*  
**DICKIE-RAYMOND**

Merchandising & Sales Promotion Counsel,  
Direct Advertising

521 FIFTH AVENUE, NEW YORK 17 • 80 BROAD STREET, BOSTON 10

**SM**

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April 1, 1948

Volume 60

No. 7



SALES MANAGEMENT



*You're looking at*  
**Washington's "Good Neighbor"**  
*newspaper*

Did you ever hear a newspaper play a Beethoven Symphony?  
 Of course not!  
 But in Washington The Star has *brought* great music, played  
 by a superb symphony orchestra, into the neighborhoods  
 of the city and suburbs.

For the second year The Star's sponsorship of free  
 concerts by the National Symphony in ten public  
 school auditoriums made it possible for thousands of  
 people to see and to hear a great orchestra  
 play the works of the masters. The music was also  
 broadcast by The Star's radio station—WMAL.

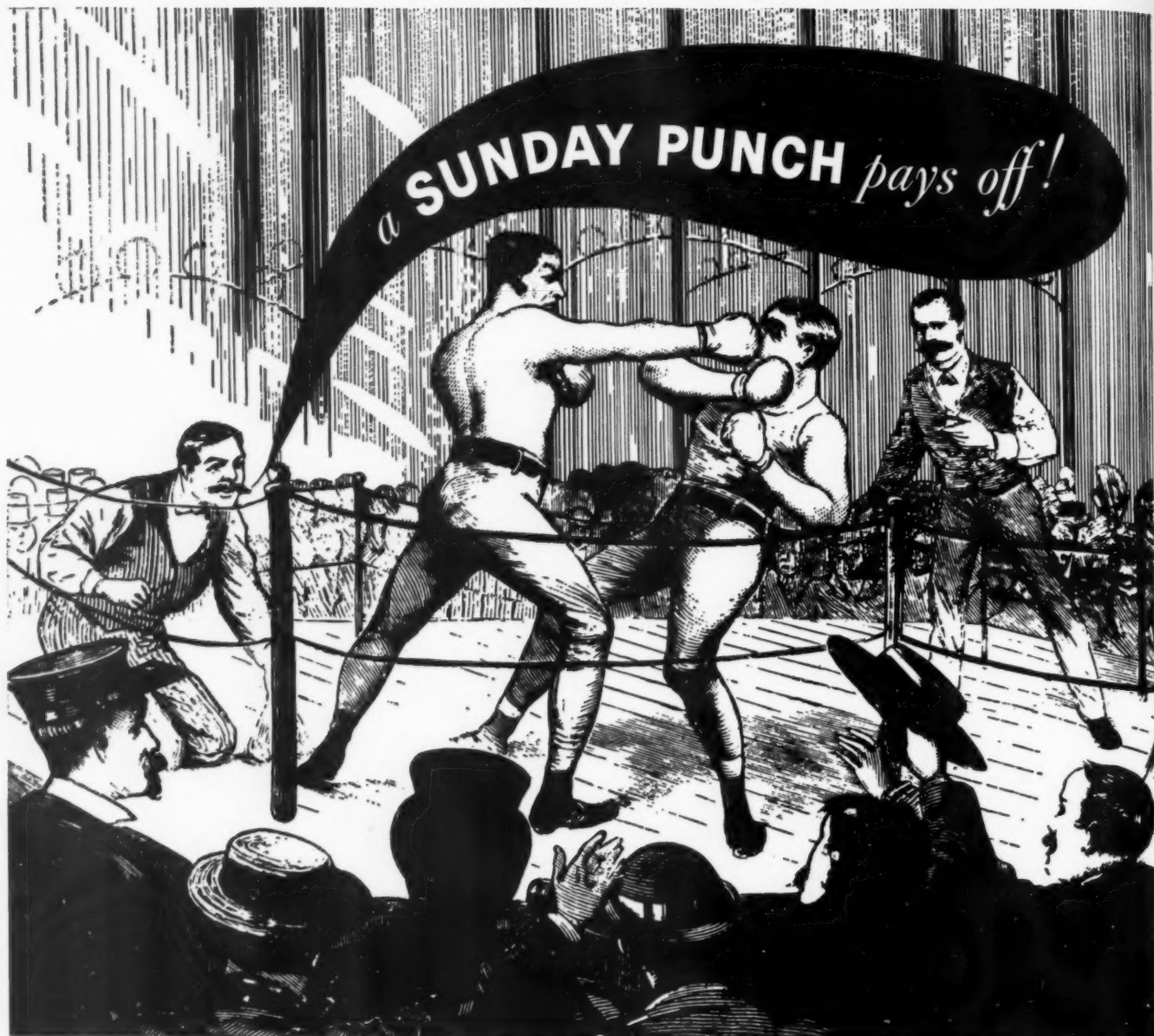
Advertisers who choose The Star choose  
 Washington's civic-minded "good neighbor"—  
 the newspaper with reader-confidence  
 inspired by 95 years of public service.

**The Washington Star**

*Represented nationally by*

DAN A. CARROLL, 110 E. 42nd St., NYC 17

THE JOHN E. LUTZ CO., Tribune Tower, Chicago 11



"Jack Kilrain and Mike Cleary. The great glove contest at Madison Square Garden, on June 26, 1884, that whetted the appetites of the sports for the promised meeting between Sullivan and Mitchell."

COURTESY OF BETTMANN ARCHIVE

If it's maximum concentrated coverage you are looking for, **First 3's "Sunday Punch"** is your best bet.

**First 3** reaches 48% of the families in 409 counties of the wealthy *Industrial North and East*. This includes 78% of the families in the rich metropolitan areas of New York, Chicago and Philadelphia, and 50% of the families in 1653 cities and towns.

Here's a "Sunday Punch" for any advertising schedule.

**First 3** offers two effective groups in the first newspapers in the first cities of the U. S. with a total circulation of over 7,400,000. One group is the Magazine and Picture

Roto Combination, including *Grafic*, the magazine section of the *Chicago Sunday Tribune*, *Everybody's Weekly*, the magazine section of the *Philadelphia Sunday Inquirer*, and the Picture-Rotogravure section of *The New York Sunday News*. The other group offers the Picture-Roto sections of all three of these newspapers. Approximate 10% average discount from card rates.

Whether you're looking for an area to concentrate your advertising schedule, or you want to supplement a national campaign in a most deserved market, **First 3** is your best bet.

THE GROUP  
WITH THE  
**SUNDAY PUNCH**

**FIRST 3**  
MARKETS GROUP

**NEW YORK SUNDAY NEWS  
CHICAGO SUNDAY TRIBUNE  
PHILADELPHIA SUNDAY INQUIRER**

*Rotogravure • Colorgravure  
Picture Sections • Magazine Sections*



# 2 for 1...



**Y**our advertising in the famous Cleveland Plain Dealer 2-in-1 market means greater sales and local dealer support for your business or product in two busy markets. The Plain Dealer is the only metropolitan newspaper to cover Greater Cleveland and the 26 adjacent counties, including 141\* thriving cities and towns. You reach two of the most closely-knit, compact and prosperous industrial territories in the nation...two *buying* markets of nearly equal sales volume! Only the Cleveland Plain Dealer gives you such intensive and extensive coverage of these two great Northern Ohio market areas.

\*Akron, Canton and Youngstown not included.

## THE **P.D.** MEANS Planned Distribution

Do you know the localities in this rich Northern Ohio market that will buy most of your goods? Do you know the shortest cut to your biggest volume of sales?

The Plain Dealer Market Survey department can answer these questions and others pertaining to *your* particular business. Call or write today for an appointment to receive this *individualized* service.



# CLEVELAND PLAIN DEALER

*Cleveland's Home Newspaper*

Cresmer & Woodward, Inc., New York, Chicago, Detroit, San Francisco, Los Angeles  
A. S. Grant, Atlanta

APRIL 1, 1948

# The Human Side

## HOW TO MOVE AN ELEPHANT

High on the list of candidates for our highly-fictional "Most Beguiling Advertisement Award" is Manhattan's Sachs-Quality Stores. Last year they had a rousing success with a full-page newspaper shill, admitting that they were stuck with a warehouse full of furniture flotsam and jetsam and urging the public to come in so Sachs could stick it. They've repeated the thing this year.

Sachs is an amalgamation of four large stores, located in Manhattan, which jointly unload some 10 million dollars' worth of furniture every year. And this isn't the first "departure," advertising-wise. For several years its president and founder, an humanitarian, Israel Sachs, has run weekly full-page advertisements in some six New York newspapers, urging racial tolerance, better housing, an awareness of the individual's duties as a citizen. It was also Sachs that sponsored the late Fiorello La Guardia's crusading column until his death. At no place in any of these advertisements did Sachs attempt to sell furniture. It was trying to sell, merely, Americanism.

This yearly "True Confessions" advertisement (the heading for Sach's provocative copy) is, on the other hand, a horse of another color. It frankly tries (and succeeds) to get rid of a crop of white elephants. It begins with a question: "Can a corporation have a soul? Sachs-Quality (Inc.) says 'yes;' proves it with these candid confessions. If you love a bargain beat it over here quick!"

And here's the sort of thing the advertisement unfolds: "Our decorator told us that stripes were *the* thing this year. Only he forgot to tell our customers. Here we are with a load of open-arm occasional chairs with mahogany frames and (you guessed it) striped covers. Take a \$34.95 chair home for \$19.95."

Below that we found this one:

"That rocking chair ain't got us yet, but man! do we got those rocking chairs! Regularly \$24.95. Now \$15."

One we liked was this:

"Were we excited when we were able to offer you a 3 pc. maple-finished ambarwood Colonial style living room set for only \$109.95! And were you apathetic! Will a \$79 price tag get your blood pressure up any?"

Also under the Housewares department:

"We have some chests minus flatware. If you have some flatware minus chests, let's get together. They were \$2.49. Not worth it, either. Now \$1.50."

"Your apartment's crowded? You should see our warehouse—loaded to the hilt with metal bed outfits our buyer bought in a fit of enthusiasm. We'll give you a \$43 outfit . . . metal bed, spring, mattress and pillow for \$29.75."

Well, that'll give you the idea. Oh, by the way—at the head of the advertisement is this little message. "Tell you what we're gonna do . . . If you're short of money (how droll!) come see us anyway . . . We'll open a Sachs-Quality Budget Account for you."

Seymour Fogelson, the vice-president and director of advertising for the Stores, tells us that last year the advertisement, listing, of course, different things from this year's, was used because the war was over. Sachs had a lot of stuff which it has been forced to buy (as did everyone else) and which it felt wasn't up to Sachs snuff. This year the same type of advertisement was selected in place of one of those "Big Clearance" sales which generally precedes an inventory. Sachs thinks people are tired of those yearly clambakes wherein stores try to unload slow-movers by screaming "bargain!" It decided to talk turkey.

Both advertisements have resulted in veritable bonanzas, sales-wise. People descended on the Sachs stores in such numbers that the individual managers got panicky and wanted police protection! Mr. Fogelson thinks that they came half because people like a sense of humor in business and half because women are inveterate egoists. "Most of the women who came were firmly convinced that they would discover a piece of impeccable taste which *we* were too gauche to recognize."

Sachs is prouder of its Mr. Israel Sachs than of its advertising coup. The old gentleman got his rewards for 50 years of crusading for better practices in the furniture industry when he was recently given the "Oscar" of the retail furniture field. A panel, made up of retail and wholesale manufacturers and business paper editors, presented him the "Cavalier Award" for the man who had done most for the furniture industry in 1947.

## GUESSING GAME

At 1 P.M. on Sunday, March 7, the telephone rang in the home of David Kopel at 8 Cheswick Road, in Brighton, which is a suburb of Boston, Massachusetts.

A voice said: "Mr. Kopel? This is Gus Hook, general

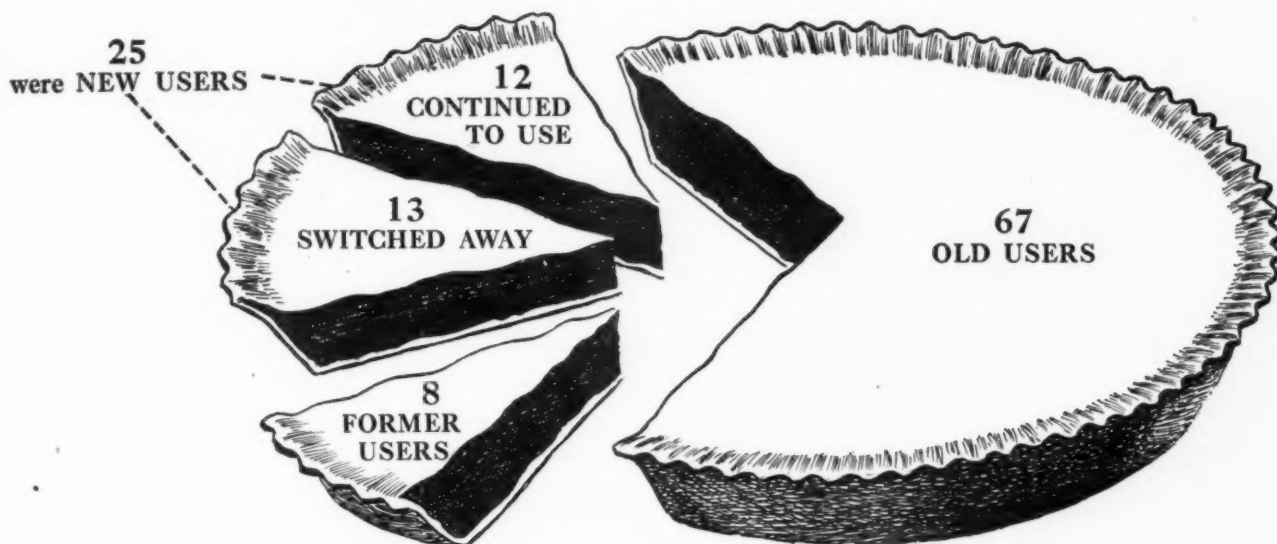


KEY MAN . . . Ed Gibbs holds the three key cards for the Carstairs "Whitey the Seal" Contest. He's about to make the first call.

SALES MANAGEMENT

# DO DEALS PAY OUT

when 80% of the "pie" you cut  
may just be given away?



This way,  
you can measure results **EXACTLY!**

IN THIS CASE, of every 100 people who bought the deal, 67 per cent *were using the product anyway!* Another 13 per cent went back at once to their old brand. (About 25% bought the deal twice or more just for the price saving!)

• The summary of an actual case above implies no vote against "deals," or for them. Many J. Walter Thompson clients have used such deals with conspicuous success. Others have been advised that their problem called for different tactics . . .

The point is that these decisions, and the follow-up of such merchandising methods when they are used, are much more certain to result in a sound competitive position and a sales *profit* if the **FACTS OF WHAT HAPPENED** are known.

*Neither factory shipment figures, nor salesmen's reports, nor a one-time consumer survey can show up such facts . . .*

But whether the problem is the result of a deal, or the rate of use of your product in various types

of families, or the impact of a price change, the *monthly* reports of the J. Walter Thompson Consumer Panel CAN supply the facts, and supply them *before it is too late!*

The every-30-day reports of the JWT Consumer Panel are based on a **CONTINUING** record of *every purchase* (of the products included), whenever and wherever made. Its sample of 5000 families is a scientific cross-section of all areas of the United States.

Your competitors cannot match this vital information; *it is available to one manufacturer only in each product field.* The Consumer Panel is only one of the many unusual services available to JWT clients. May we tell you more about it? No obligation, of course. J. Walter Thompson Company, 420 Lexington Avenue, New York 17, N. Y.

## The JWT CONSUMER PANEL offers these 17 unique advantages

Monthly reports show consumer purchases of the product

1. for the *entire country*
2. by *regions*, to fit your sales setup
3. by *income groups*

Reports can show promptly consumer purchases . . .

4. divided between *urban and rural*
5. by *city-size groups*
6. by *age groups*

7. Reports also show consumer purchases of *competitive products*, and

8. Reasons for *brand selection*, and
9. Degree of *brand loyalty*, and

10. Who *uses* vs. who *buys* the product, and

11. Relative *importance* of principal uses, and

12. Relation between factory sales and *consumption*.

13. Monthly summaries *within 30 days!*

14. Complete interpretation of data.

15. Case histories—the *continuous matched sample*.

16. Low cost.

17. *Exclusive* use in each product field.

There are 23 J. Walter Thompson offices strategically located throughout the world . . . *In North America:* New York, Chicago, Detroit, San Francisco, Seattle, Los Angeles, Hollywood, Mexico City, Montreal, Toronto, the Wall Street office in New York and the Latin-American Division in New York . . . *In South America:* Buenos Aires, São Paulo, Rio de Janeiro, Santiago . . . *In:* London, Antwerp, Johannesburg, Capetown, Bombay, Calcutta, Sydney, Melbourne.





sales manager of Carstairs Bros. Distilling Company. You are a salesman for William Zakon and Sons, of Boston? O.K. Now, do you know who Mr. Shush is?"

Promptly, Mr. Kopel said: "I do. He's Whitey the Seal, the Carstairs trade-mark. The clues? I spotted them all."

"Whitey the Seal is right," said Mr. Hook. "And for identifying him, you'll get our check for a hundred dollars. Congratulations!"

And thus ended the first of a series of contests with which, throughout the open states in which it sells through distributors, Carstairs is sparking the interest of distributors' salesmen in the company's advertising and its promotional literature.

Frankly modeled after the highly popular "Miss Hush" and "The Walking Man" contests on the Truth-or-Consequences radio program, the first of the Carstairs series was announced in a broadside that conveyed to the distributors' salesmen three clues about who Mr. Shush might be:

"1. He came into prominence the year of Tojo's big mistake.

"2. Every statement he makes is featured in the newspapers.

"3. Hart, Schaffner and Marx have nothing on him."

Thus far, the answer sounded like General MacArthur.

But then a second broadside offered three clues more:

"4. Avery Brundage could use him in Switzerland."

"5. He holds you up for inspection.

"6. His initials are: 3 down and 3 across; 16 down and 1 across; and 20 down and 3 across."

### Three Names Selected

The salesmen mulled that over. And then nearly 500 of them sent in their return postcards by which each registered as a contestant, but didn't reveal who he thought Mr. Shush might be. At Carstairs headquarters in New York, the cards were shuffled in a keg; and, in the presence of observers representing the trade press, three cards were drawn.

The three cards represented the three distributors' salesmen whom if necessary to get the right answer, Mr. Hook was to telephone on the following Sunday. He needed to telephone only one; for Mr. Kopel, the first man he called, knew who Mr. Shush was.

The clues and their applications? Officially, Carstairs advertising manager, G. Allen Reeder, explained:

"1. 'He came into prominence the year of Tojo's big mistake.' Whitey the Seal emerged into popularity in 1941.

"2. 'Every statement he makes is featured in the newspapers.' In Carstairs advertising, Whitey is our spokesman.

"3. 'Hart, Schaffner and Marx have nothing on him.' Whitey wears no clothes at all.

"4. 'Avery Brundage could use him in Switzerland.' At the Olympics, the United States won only one major ski event. Inside the broadside was a picture of Whitey, setting a ski-jump record.

"5. 'He holds you up for inspection.' On the front cover of the broadside, Whitey was holding up a mirror.

"6. 'His initials are: 3 down and 3 across! 16 down and 1 across; and 20 down and 3 across.' In a poem printed in the broadside, those designated letters were W.T.S.—for Whitey the Seal."



# *The* 3 *R's* of EVENING Newspaper Readers— Relaxed...Receptive...Responsive!

YOU JUST CAN'T SELL to a person who's rushing to a fire . . . or to work. The time to catch 'em is when they are relaxed—receptive—responsive.

In Indianapolis and the 33 surrounding counties, readers of *The Indianapolis News* are *relaxed* because it's evening and the day's worry and bustle are over . . . they're *receptive* because they have a per capita income 'way above the national level and like to spend their money . . . they're *responsive* because they're reading the most influential, authoritative paper in central Indiana, with a deserved reputation of getting results for advertisers. Take the largest evening daily circulation in Indiana's history, add a reader loyalty that pays off in sales—and you get *action* with *The News*!



## THE INDIANAPOLIS NEWS

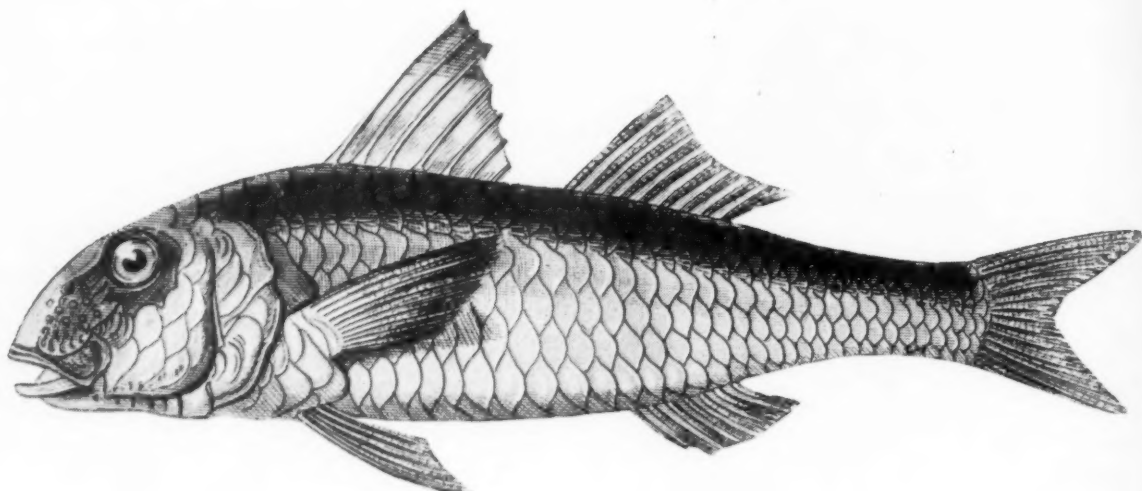


**FIRST IN DAILY ADVERTISING**  
**FIRST IN READER RESPONSIVENESS**  
**FIRST IN THE HEARTS OF HOOSIERDOM**

**THE GREAT HOOSIER DAILY ALONE DOES THE NEWSPAPER JOB**

DAN A. CARROLL, 110 E. 42nd St., New York 17 • The JOHN E. LUTZ CO., 435 N. Michigan Ave., Chicago 11 • JOS. F. BREEZE, Bus. Mgr., Indianapolis 6

APRIL 1, 1948



# fish story:

***the kind that can pay off in chips***

A MAN from the Fishery Council dialed us the other day. "Thought you might like to know," he said, "that one WOR woman's service show offered some of our pamphlets on fish cookery—and were we swamped with requests! Almost 7,000! I tell you, every time we make an offer on WOR, we start worrying about how to handle all the mail. Never get such action elsewhere."

Made us feel all glowy, that compliment; made us sort of just want to say, "Gosh." But, on second thought, it's a rather routine occurrence here at WOR. For more than a quarter-century WOR's had an amazing ability for reaching more

people and making more people reach for what advertisers have to sell than probably any other station in the United States.

And the cost? Why, sir, for the breathtaking sum of 1/12th of 1-cent per impact per week, one WOR advertiser told his message in 422,755 homes with radios.

Pretty amazing, isn't it? But it's the sort of thing that happens regularly at our place. Little wonder, when WOR can be heard by 34,057,161 people in 18 states.

Like some profitable proof? Just call or write...

## **WOR**

***heard by the most people where the most people are***

mutual



# We said "Gambol"... not "Gamble!"



**FOUND MONEY**—a twenty-cent booklet offered in the editorial pages of Woman's Day pulled 226,295 reader requests within sixty days and 314,420 requests in less than six months. The 628,840 dimes enclosed came from over one tenth of Woman's Day's 3,000,000 readers.

You don't have to be a student  
of the laws of mathematical  
probability to get a true picture  
of the potential in Woman's Day.  
Here, for the advertising, is a  
disposable income of \$11,637,000,000  
destined to be spent this year  
by our more than 3,000,000 housewives  
and mothers, to satisfy the generous  
living standards of the 11,400,000  
members of their collective families.

**\$4,462,000,000 for Food and Tobacco**  
**\$1,795,000,000 for Clothing, Accessories, Jewelry**  
**\$ 188,000,000 for Toiletries and Beauty Parlors**  
**\$1,459,000,000 for Household Operations**  
**\$ 140,000,000 for Drugs and Appliances**

In Woman's Day you won't be gambling  
in your attempts to reach her eye and ear.  
For Woman's Day, at the lowest page  
rate per thousand of any women's service  
magazine, enjoys the greatest single copy sale  
of any magazine in existence . . . testimonial  
to a virile editorial technique that, without  
advertising inducement, has pulled more  
than 600,000 reader letters and 700,000  
requests for instructions in a single year.

**Advertisers who count costs  
court women who count pennies**

**because buying is a woman's business**

**a Woman's Day is never done *selling!***

THE  MAGAZINE

# FIRST PRIZE

in National Merchandiser's Contest

uses

# VUEPAK

RIGID TRANSPARENT PACKAGING MATERIAL

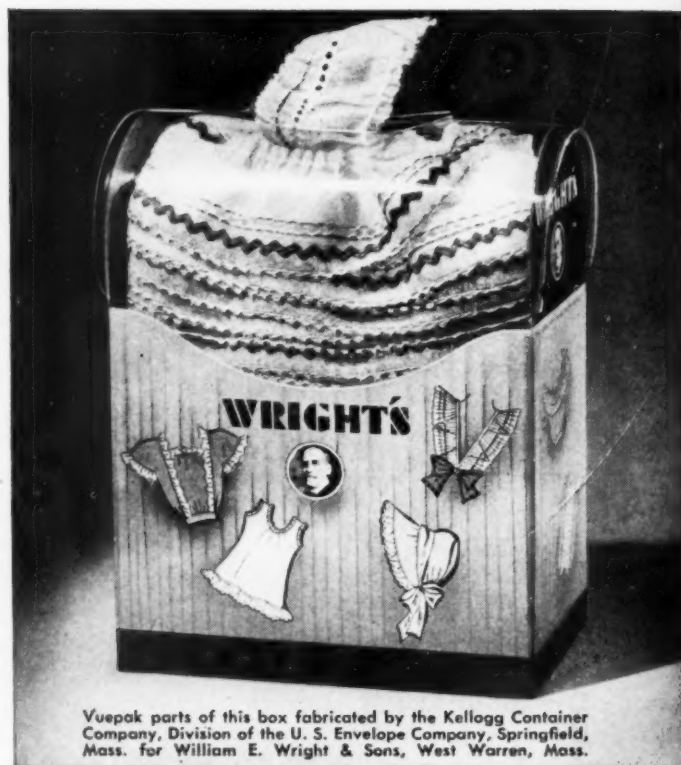


When hardheaded merchandisers pick a package winner, they pick the tops in *sales ability*. And *sales ability* is the reason why this Wright ruffling package using Monsanto's transparent Vuepak, is the first place winner in the national packaging contest of the Syndicate Store Merchandiser.

Sales appeal . . . through Vuepak's famous see-appeal . . . won top favor from the jury of outstanding merchandisers who judged this contest for packaging in the low cost field.

Fast-moving consumer merchandise sells itself by "showing off" through Vuepak's rigid transparency. The Vuepak itself combines quickly and economically with cardboard and dispenses the product easily through the top of the package. See your box supplier for new ideas on Vuepak for packaging or send the coupon for full Vuepak information.

First prize winner over 300 final entries in 12th annual national packaging contest conducted by Syndicate Store Merchandiser. Vuepak: Reg. U. S. Pat. Off.



Vuepak parts of this box fabricated by the Kellogg Container Company, Division of the U. S. Envelope Company, Springfield, Mass. for William E. Wright & Sons, West Warren, Mass.

SEE US AT THE PACKAGING EXHIBITION, CLEVELAND, APRIL 26 - 30



MONSANTO CHEMICAL COMPANY, PLASTICS DIVISION  
Dept. SMP 4, Springfield 2, Mass.

Please send me full information on Monsanto's  
Vuepak for Packaging.

Name \_\_\_\_\_ Title \_\_\_\_\_  
Firm \_\_\_\_\_  
Address \_\_\_\_\_  
City \_\_\_\_\_ State \_\_\_\_\_

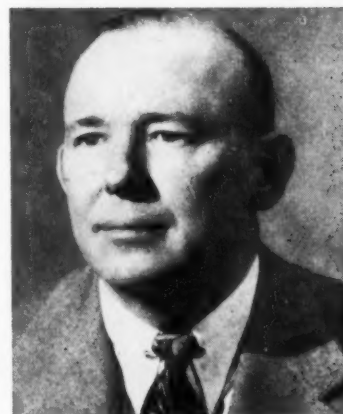
SERVING INDUSTRY...WHICH SERVES MANKIND

# NEWS REEL



**C. S. STACKPOLE**

Joining the Chrysler Corp., he has been appointed a vice-president and is named general sales manager for the corporation's Airtemp Division.



**L. J. NOONAN**

With Stokely-Van Camp, Inc., since 1930, has the new assignment of general sales manager of both the Stokely Division and the Van Camp Division.



**ALFRED H. CHATTEN**

Appointed manager of the Capitol Sales Division of Philco Corp., which he joined in 1930 as a member of the company's Chicago sales organization.



**CHARLES F. KEYSER, JR.**

Manager of distributor sales for Shakeproof, Inc., a new position created to expand merchandising and sales assistance to the company's distributors.



**WILLIAM M. NOONAN**

Has been appointed vice-president in charge of sales for Stephen F. Whitman & Son, Inc., and also elected to the board of directors of the company.



**JAMES S. BEGG**

Promoted to general sales manager of Special Products of The Sherwin-Williams Co., will also head sales of these products by affiliated companies.



**JAMES R. COBB**

Joins the Frigidaire Division of General Motors Corp. as manager of farm market sales, a new post in the corporation's Appliance Sales Department.



**C. D. ALDERMAN**

Promoted from assistant sales manager, is named sales manager of the Youngstown Kitchen Division, Warren, O., of the Mullins Manufacturing Corp.





## “I do !”

“I do read Good Housekeeping regularly,” say brides and young-marrieds. More read it regularly than any other woman’s service magazine! (Says Elmo Roper\*)

## “I do !”

“I do spend more time with each issue of Good Housekeeping than with any other magazine that takes national advertising!” (Says Elmo Roper\*)

## “I do !”

“I do find Good Housekeeping the most useful,” say most brides and young-marrieds! (Says Elmo Roper\*)

## They do !

Today’s young-marrieds, just as their parents did, turn to Good Housekeeping for sound, practical help in all of their homemaking problems. They know that Good Housekeeping assumes responsibility for every page—both editorial and advertising.

## It does !

Good Housekeeping sells goods. And it *sells* to those young women who buy more durable goods and form more brand-buying habits—the newlywed and young-married market.

# GOOD HOUSEKEEPING

**B**RIDES AND YOUNG-MARRIEDS are a huge market and growing larger every day. Here's how it adds up:

Marriages (1940—1946) : : : : : : :	12,082,186
Estimated (1947—1950) . . . : : : :	<u>6,672,000</u>
Total marriages (1940—1950) . . . .	18,754,186

(Source: U. S. Bureau of the Census)

These new family units will comprise 46% of the total family units by 1950!

Make your product a part of their new homemaking! Make the purchasing of your product their life-long habit!

Because brides and young-marrieds are *your* most important market, Good Housekeeping should be *your* first choice. It's theirs!

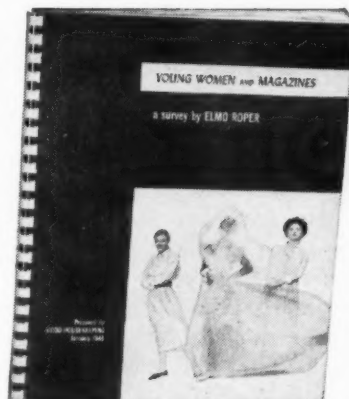
### \* 3 Results of a new Elmo Roper study called "Young Women and Magazines."

10,274 young women interviewed.

More newlyweds and young-marrieds named *Good Housekeeping* as the service magazine that—

1. They read most regularly
2. They find most useful
3. They spend most time with per issue

To advertisers and agencies—a copy is available for your inspection.



We give this seal to no one—the product that has it earns it.



# sells goods

APRIL 1, 1948

Editor-in-Chief of Bakers Weekly, Peter G. Pirrie—a bakery engineer and specialist in shop operation, cost control and delivery.

While Mr. Pirrie specializes in the engineering end of bakery operation, he heads a staff of 14 full-time editorial specialists covering every phase of the baking business from ingredients to merchandising. These editorial services in-

clude a Washington Bureau; a Laboratory and Experimental Bakery; Field Work by Engineers; a Market Service Department and sales and merchandising help through the Sales Forum.

Such complete and practical editorial service is what holds Bakers Weekly's following with the 10,000 bakers who do over 90% of the volume.



**Editor PETER PIRRIE**  
gives some of the answers

## What about the Baking Industry, Now?

### As a market for ingredients and equipment

*Will the baking industry sustain the \$3 billion demand for its products which set a new high record in 1947?*

Editor Pirrie set out to find at first hand the answer to today's big questions. Questions like these: Is the industry united in trying to solve its common problems of licking high costs while keeping up volume and quality? Is it interested in modern methods? Is it active in increasing nutritional value to compete with other foods? In a word, what kind of market is the baking industry, today, for your equipment, ingredients and services?

#### New Ideas Are Welcome

Mr. Pirrie has just returned from his fact-finding trip. Here's what he reports: "Bakers realize, almost without exception, that the postwar 'honeymoon' of free spending is over. They realize that the housewife is more cautious in her buying, more careful to make sure that she gets the best possible value for her money. They say that means still greater effort to back up the industry's slogan—'bakery food is the best food value you can buy.'"

"That means that bakers in turn are alert for new ideas. They are experimenting with new recipes for attractive, palatable, salable variety products. In buying ingredients, they no longer face shortages that made them glad to take whatever they could get—they want to know what particular brand will give them the best baking results and why."

#### The Most Efficient Methods Are Necessary

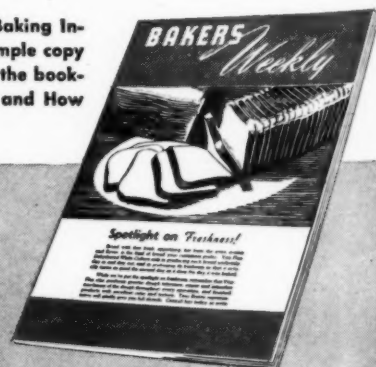
"Bakers are looking for new ideas in the shop for handling materials, for streamlining plant operations, for increasing production per man per hour, for lowering distribution costs, for more effective merchandising at point of sale.

"They tell us this is the sort of help they are looking for from the pages of Bakers Weekly. This is the objective to which our editorial program for 1948 has been and will be directed."

#### Tell Bakers, Now, How You Can Help

Editor Pirrie might have added, and he agrees, that the same opportunity holds good for those companies which have products, services or equipment which bakers can use to accomplish these objectives. If you can help bakers keep "bakery food the best food value money can buy," why not tell them? Your message will have doubled effectiveness in the same magazine the leading operators of the industry read for the service and assistance that Pirrie and his staff are bringing them.

To learn more about the Baking Industry, today, send for sample copy of Bakers Weekly and for the booklet, "The Baking Industry and How to Sell It."



**BAKERS** Weekly

45 West 45th Street, New York 19, N. Y.  
360 North Michigan Avenue, Chicago 1, Ill.



ALSO PUBLISHERS OF BAKERS WEEKLY BUYERS' GUIDE—CATALOG AND THE CRACKER BAKER



# This Unique Readership of Management Executives NATION-WIDE or SECTIONALLY

*Advertise for the "YES" that gets ACTION . . . through the pages that decision-making executives value more highly than any other publication*

**W**HETHER your market is confined to the East or the West, or stretches clear across the country — here is the low-cost way to reach business and industrial leaders.

Active top-management men depend daily on The New York Journal of Commerce or the Chicago Journal of Commerce. For exclusive national business-news features and the local spot news of their own business area. They are not merely financial papers — they are the *only complete daily business newspapers published.*

The Journals of Commerce hold the confidence of 75,000 subscribers who pay \$20 a year to read it. A proved readership of more than 200,000 presidents, vice-presidents and other production, purchasing, sales and traffic executives.

J-of-C circulation represents the highest concentration of business and industrial decision-making officials now available for advertisers.

Do you advertise a business product or service? A commercial or industrial commodity? A consumer product with a top-income market? Do you have an institutional message for top management?

Write or telephone for the Story

of the Greater Journal of Commerce Market and rate cards. One order buys either or both, for sectional or nation-wide coverage.

*Get to the men who DECIDE . . . in the dailies that HELP them decide.*



*Nation-wide concentration of Top Management*

## *A Few of Thousands of J-of-C Advertisers Who Are Also Subscribers*

Commercial Solvents Corp.  
Corn Exchange Bank Trust Co.  
Mohawk Carpet Mills  
Armour & Company  
Burroughs Adding Machine Co.  
Firestone Rubber & Tire Co.  
Eastman Kodak Company  
New York Life Insurance Co.  
Royal Typewriter Company

# The Journals of Commerce

**The Journal of Commerce**  
NEW YORK

53 Park Row, New York 15, N. Y.



**Chicago Journal of Commerce**

12 East Grand Ave., Chicago 90, Ill.

TOP MANAGEMENT'S GOOD RIGHT HAND



through

## PARENTS' MAGAZINE!

When Kathryn Forbes wrote "Mama's Bank Account", later staged on Broadway as "I Remember Mama", her title selection brought to light a great truth—Mama is financial center of the entire family.

That's why national advertisers have come to realize that when they sell the mother through Parents' Magazine, they sell to every member of the family!

Today, more than 1,150,000 mothers in young families with children receive Parents' Magazine each month. This vast audience spends each year more than FOUR BILLION DOLLARS for virtually every commodity and every service.

Parents' Magazine leads ALL magazines in percent of readers with annual incomes \$2,000-\$4,999! Parents' Magazine leads ALL Women's Service magazines in percent of readers with incomes \$3,000 - \$4,999!

Every Mama recognizes Parents' Magazine as THE authority on family living. YOU, as a Parents' Magazine advertiser, can share in this position of influence in families with children, your best customers.

More than 1,150,000 circulation

## PARENTS' MAGAZINE

52 Vanderbilt Ave., N. Y. 17



Atlanta  
Boston  
Chicago  
Los Angeles  
San Francisco



BY T. HARRY THOMPSON

Only two more months to the nominating conventions in Philadelphia. Got your ear-cotton ready?

Henry Morgan, rugged individualist of the air-waves, tells about the two corpses who get into a bitterly personal argument. One of them says to the other: "You should drop alive!"

With so much talk about the New Look, I wonder that Lever Bros. hasn't climbed aboard with the New Lux.

It occurs to Don Lindsay, of McCann-Erickson's Cleveland office, that, if somebody were to market camels' milk, it would, of course, be bottled at a dromedairy.

The soup-commercials still talk about "piping hot." I assume that means hot enough to burn your tongue. And that "golden glisten" they harp on is just chicken-grease from where I sit.

Byron McGill, Byron McGill, 1, 2, 3, 4, . . . testing.

The *Satevepost* for February 7 carried a readable article on coronary thrombosis by W. A. P. John, titled: "I Have a Scar on My Heart." It tells of a coronary seizure Mr. John had a year ago which nearly did him in, and how scientific rest has restored him to a useful life.

The author is referred to as a "businessman," but a lot of us recognized him as "Wop" John, of MacManus, John & Adams, Detroit advertising agency. Further, we recognized the advertising-agency business as one of the most favorable climates for coronary thrombosis embolism, angina pectoris, and other heart-ailments. Maybe "Wop" should do a

follow-story on the kind of business that causes such tragedies.

Quoteworthy: "Those good old kid days—when our best girl served us pie a la mud" . . . "The lightning made bright scratches across the leaden sky" . . . "Many of life's golden veins remain unmined because of interfering yellow streaks" . . . "Obituary: He thought life a fun-way street" . . . "Her apparel had an air of scanticipation."—P. J. Thomajan in *The Phoenix Flame*.

### HEADLINE PARADE

Take the Astaire-way to dancing fun!—*Fred Astaire Studio*.

Feed 'em and reap!—*Can Manufacturers Institute*.

Where would you look for a lonely farm?—*Electric Light & Power Companies*.

What a blessing to hear again!—*Beltone*.

Your daughter is older than you think!—*Tampax*.

Tape it easy!—*Scotch Tape*.

Heard about the hen that plays the piano?—*General Mills*.

Colgate's new deodorant, Veto, ought to find a good export-market in the Soviet Republic.

"To people who want to write but can't get started," headlines Newspaper Institute of America. That's the situation that confronts most scribblers when they sit down at the little portable.

Jim Brennan says his wife, inspecting the bulging seams of her Lane Bryant camouflage creation, said: "Jim, I need a new eternity-dress." Must be a long nine months, comments Jim.

Henry Obermeyer says his firm, Consolidated Edison, is using an old line of the column's for a vacuum cleaner: "Sweep No More, My Lady." Help yourself, Henry; I've got a million of 'em.

Walter O'Keefe (Campell's Soups, CBS) is "the man of the half-hour." I like that. But I don't like a guy as intelligent as Walter being so coy with the dames he interviews, calling them *Dear* or *Darling* or *Honey*. That kind of stuff didn't get Phil Baker anywhere. Bob Hawk is friendly with female interviewees, but he never gets romantic.

NIT—"Okay, let's have it. What did they give the ape for his intestinal upset?"  
WIT—"Monkey bismuth."

Orville Reed, the direct-mailer,

SALES MANAGEMENT

# For Productive Results... Advertise in TSN

With the December Business Paper edition of Standard Rate & Data, Transportation Supply News launched a year's advertising program of three ads in each issue, in the following sections:

## Motor Truck Materials Handling Railroad

Here are reproduced the three different Standard Rate & Data advertisements which all reflect how your advertising in Transportation Supply News will assure you of tangible results—worthwhile inquiries that you can convert into sales.

Refer to Standard Rate & Data, or write us direct for complete details.

## Advertise in TSN— For Materials Handling INQUIRIES

Materials handling items in TSN are by far the largest inquiry producer. TSN's 45,000 monthly distribution goes to the country's leading buyers of materials handling equipment. Below is a record of inquiries to six recent typical materials handling items which appeared in TSN:

- |           |  |           |  |
|-----------|--|-----------|--|
| <b>39</b> | 39 inquiries were produced to a recent fork truck and tractor guide. | <b>20</b> | Chain hoists interest TSN readers—one item—20 inquiries.         |
| <b>47</b> | 47 inquiries came in as a result of a single loading bridge item.    | <b>26</b> | Gantry crane item drew 26 TSN readers to action in recent issue. |
| <b>65</b> | An aluminum pallet item pulled 65 inquiries from TSN readers.        | <b>31</b> | Conveyor item caused 31 TSN readers to send in inquiries.        |

These are only partial returns as recorded within one month after issue. These are returns only of inquiries received at publishing offices of TSN. Manufacturers tell us they receive many inquiries direct. Some materials handling items in TSN have pulled up to a hundred inquiries. Whether you want inquiries or whether you want to keep cultivating a primary materials handling market, advertise in TSN. NOW! See listing for further details.

Founded September, 1945  
**Transportation Supply News**  
418 S. Market St., Chicago, Ill. — Phone: Wabash 2882  
See listing for branch offices in 7 cities.

Transportation Supply News is affiliated with: Traffic World weekly; Traffic World Daily; Traffic Bulletin weekly; World Ports, and the College of Advanced Traffic.

## Advertise in TSN— For Productive Automotive INQUIRIES

TSN's 45,000 monthly distribution goes to a huge fleet market of over one million trucks, tractors, trailers, busses, and passenger cars. It is an active worthwhile fleet market as typical inquiry records below indicate:

- |            |  |            |   |
|------------|--|------------|---|
| <b>37</b>  | A truck seat item stirred 37 TSN readers to inquire.         | <b>111</b> | Truck and bus recording speedometer pulled 111 inquiries. |
| <b>295</b> | Automatic car heater for trucks and cars drew 295 inquiries. | <b>23</b>  | A. C. Generator System item made 23 TSN readers respond.  |
| <b>34</b>  | Interest in aluminum truck bodies caused 34 inquiries.       | <b>94</b>  | Booklet on truck and trailer restrictions pulled 94.      |

These are a partial record of inquiries on above items—a record taken a month after publication date. They were received at TSN publishing headquarters. In addition, manufacturers report many inquiries received direct by them. Whether you want inquiries or just want to cultivate a key automotive fleet market, your advertising in TSN will do a job for you. See listing for further details.

Founded September, 1945

**Transportation Supply News**  
418 S. Market St., Chicago, Ill. — Phone: Wabash 2882  
See listing for branch offices in 7 cities.

Transportation  
World Daily

**SRDS**  
STANDARD RATE & DATA SERVICE  
The National Authority

## Advertise in TSN— For Productive Railroad INQUIRIES

An important segment of TSN's 45,000 monthly distribution is coverage of the management, supervisory, operating, maintenance, and purchasing direct and indirect buying influences in railroads and some 5,000 manufacturers who are large ship-pers and own-and operate privately owned rail equipment. Little wonder that TSN is a real railroad inquiry puller. The following are a few typical recent experiences:

- |           |   |           |  |
|-----------|---|-----------|--|
| <b>17</b> | Heavy duty diesel electric locomotive item pulled 17. | <b>42</b> | 42 TSN readers replied to item on streamlined train.           |
| <b>20</b> | Wood preservative item pulled 20 TSN inquiries.       | <b>23</b> | A hydraulic shop equipment item pulled 23 inquiries in TSN.    |
| <b>49</b> | 49 TSN readers replied to engineering data booklet.   | <b>75</b> | Booklet on fluorescent lamps caused 75 TSN readers to respond. |

The above is a record within one month after publication date—many more inquiries have been received on the above items since. These inquiries are the ones that come to TSN's publishing headquarters—manufacturers report that as many, if not more inquiries, come to them direct. Whether you want inquiries from the mass complex-buying railroad market or you want to cultivate it otherwise, advertise now in TSN. See listing for further details.

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**Transportation Supply News**  
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Transportation Supply News is affiliated with: Traffic World weekly; Traffic World Daily; Traffic Bulletin weekly; World Ports; College of Advanced Traffic.

Transportation Supply News is affiliated with:  
Traffic World weekly; Traffic World Daily;  
Traffic Bulletin weekly; World Ports, and the  
College of Advanced Traffic.

APRIL 1, 1948



## Sell the NEWS READERS



and you sell the **WHOLE** market

Receiving classified ads  
at the Buffalo Evening News

Readers choose the classified section—  
in Buffalo they choose The News—  
the medium  
where sellers and buyers meet.

98.6%  
(city zone families)  
read the **NEWS**

## BUFFALO EVENING NEWS

EDWARD H. BUTLER, Editor and Publisher

"Western New York's Great Newspaper"

KELLY-SMITH CO., National Representatives

### SEVENTH in per family Food Sales THAT'S VERMONT

And here is your Typical American City ready for study in a test campaign.

### Burlington, Vermont

now has an up-to-date market survey. Four pages of maps and analysis.  
Better write for your copy today or phone the nearest office of

Small, Brewer and Kent, Inc.

*The Burlington Free Press*

COVERS THE FIELD

likes the name picked for a new, feminine hose-supporter: "Suspants."

Lewis Carroll, I think, would be flattered to see the new Philco Refrigerator campaign, based on "Alice in Philcoland." Alice and her playmates say: "It's a wonderful refrigerator!"

The Mad Hatter is, obviously, "mad" about the new Philco, and Humpty Dumpty says he could "fall" for it. Even without this whimsical selling-aid, the Philco for 1948 is really a hunk of merchandise in its own right, says your reporter who has seen it at close range.

The Chicago *Sun* has gone into partial eclipse.

A situations-wanted, female, ad in a local paper was signed, believe it or not, "Olive Branch."

One of the questions on "Information Please" awhile back was: What is the difference between a "journalist" and a "newspaperman"? John Kieran got a big hand when he answered: "About \$100 a week."

How to keep your husband home nights: Buy him a television set.

While I'm in the mood, I may as well toss-off a slogan for television: "Center of the Family Circle."

Aside to Lambert Pharmacal: You have a wonderful property in the keen-minded Abe Burroughs. Give him a full half-hour instead of the current 15 minutes. He can hardly get going as it is and leave space for two commercials. That 5-piece band, too, is terrific. They need *lebensraum*.

Harry Keller says a live wire is just as dead as any other kind without the right connections.

Royal Typographers (Philadelphia) admit they're "just the type."

These foreigners catch on fast. She is a personable clerk in one of the town's biggest music-stores, with a delightful Scandinavian accent. I bought one of the current hit-tunes, remarking that the other side wasn't much. She said: "They *always* put a stinker on the other side."

Pity the PBX operators at the country's zoos today, as dupes call up Mr. Fox or Mr. Baer or Mr. Wolfe.

SALES MANAGEMENT



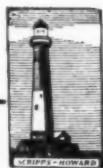
## "HOLD IT— Mr. Ohms is blowing another fuse!"

Mr. Ohms is really an awful nice guy but he suffers from telephonebellitis, a not too uncommon nervous affliction which reduces Mr. Ohms to a quivering hulk of real estate agent every time the three telephones on his desk start ringing at the same time: an occurrence, Mr. Ohms says, which always follows the insertion of a classified ad in Memphis' two great want-ad media.

"Sometimes it's even worse," opines Mr. Ohms. "Last week I ran a little ad on a piece of suburban property and by noon of the next day I had sold the property, canceled the ad and recorded 177 calls before I lost count."

So let this be a lesson to all prospective users of classified advertising space in the Memphis newspapers. If you suffer from telephonebellitis, run a "blind" ad.

Mr. Ohms (which isn't his name at all) is, of course, guilty of exaggeration. Actually, he is very well pleased. So are we. You will be, too, because these two livewire newspapers will bring electrifying results.



**Memphis**  
**PRESS-SCIMITAR**  
The  
**COMMERCIAL APPEAL**



**TWO GREAT MEDIA AT ONE LOW COST**



## ...WHERE PURCHASE POWER JUMPED 700 MILLION DOLLARS IN '47!



"It puts the market in your lap!"  
Ask a Hearst Advertising Service  
Man about Sales Operating in  
the Southern California market.

# 1

Nobody knows the Los Angeles market like the Los Angeles Examiner—and that goes for the Southern California market, too! We've plodded its highways and buy-ways to determine, block by block, what makes it tick for quota-hungry sales executives. Said a representative of a large Automobile Group:

**"We consider this Sales Operating Control so well done, we expect to use it as a sort of sales bible for our expansion program."**

No paper covers this market like the Los Angeles Examiner! More people read it, than read any other newspaper West of Chicago. It's popular, it's powerful, and it knows how to help YOU set up your selling strategy. Here's a "must" in any combination aimed at covering America's 3rd largest market.



**A Hearst Newspaper — Represented Nationally by Hearst Advertising Service**



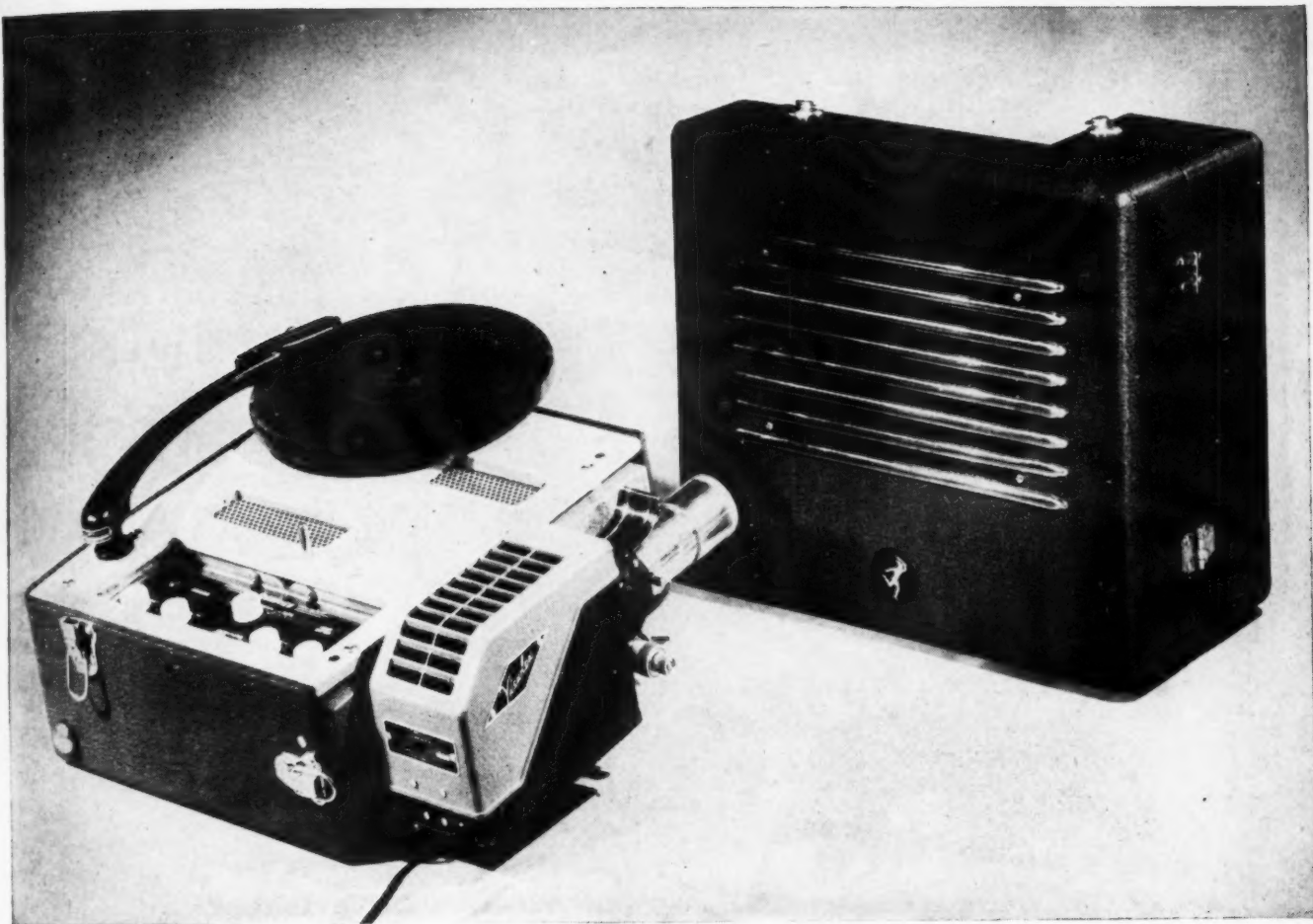


photo-parker-savage

## NEW SOUND SLIDEFILM UNIT!



**Look perfect? Try it and see!** The Soundview is a dream unit. It does everything you ever wanted sound slidefilm to do.

Check these features against your budget and your present or planned equipment:

**AUTOMATIC**—The new automatic feature allows you to operate the entire unit with no string pulling and no audible signal on the record. The machine operates smoothly and quietly by itself.

**BRIGHTER PICTURE**—The Viewlex projector gives your picture more light with less heat than any other projector. Special coated lenses insure bright undistorted projection—a patented frame change device protects your films against scratching.

**PUSH-BUTTON-CONTROL**—A push button easily concealed in the hand allows the operator to change the frames manually from any distance.

**QUALITY SOUND**—The loud speaker in the Soundview is encased in an acoustically corrected section of the carrying

case—"loud" means high amplification and not distorted speaker rattle.

**CONTROL BOARD**—Especially designed for easy and rapid control of all the Soundview facilities this board contains volume, tone, push-button input, Manual-Microphone-Automatic switch, speaker output, on-off, microphone input, and phonograph motor control.

**OTHER FEATURES**—Unit can be operated at 78 or 33 $\frac{1}{3}$  RPM—special light weight pickup arm—unit not much larger than portable type-writer — lens easily accessible for cleaning. Weight — 22 pounds! Send for illustrated accessories list.

All your present records and slidefilms operate perfectly on this new unit. Records can be converted for automatic use at a small cost.



This equipment is manufactured especially  
for Automatic Projection Corporation by:  
**SYLVANIA ELECTRIC PRODUCTS INC.**  
ELECTRONICS DIVISION



# SOUNDVIEW

A Product of Automatic Projection Corporation

131 WEST 52nd ST., NEW YORK 19, N. Y.

# Everybody is a Builder



*The attractive Lester home facing Lester Road was built by Harley himself.*

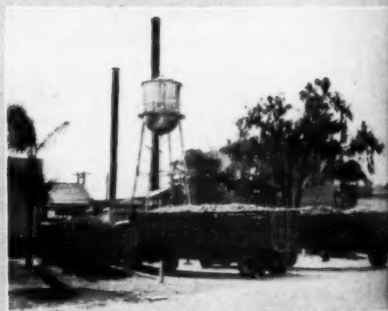
The will to build  
and grow has shaped  
the lives and fortunes  
of the Lesters of  
Orange County,  
Florida



1. IRRIGATING a Valencia grove with a light-weight portable system. Pipes in movable sections are quickly laid, shifted, by hand. Water comes from lakes or wells.



2. A BIG speed sprayer fans the trees with insecticide, also supplying minerals for nutrition—a new idea. Other Lester equipment: refill tank, 2 tractors, choppers, 3 trucks, trailer.



3. LOADED trucks coming in from Lester groves. Harley sells his fruit to Plymouth Citrus Growers Association—believes in state-wide organization of marketing activities.



7. HARLEY inspects the dairy dept. at Forest Lake Academy, where practical farming is part of the training. He's a member of the board, lectures on citrus growing.



8. HARLEY is ready with good advice—backed by plenty of experience—when Sons Elroy and Bud have problems. He's mighty happy the boys have stayed on the land.



9. THE LESTERS thoroughly enjoy the quiet comfort of their roomy, well-furnished home. Success has not changed their preference for simple, wholesome pleasures.

# er on Lester Road!

**H**arley Lester, onetime carpenter, now prosperous grower, is by nature a builder. He started 27 years ago with the most meager capital. His present holdings—\$75,000 in orange groves—he has built, literally, from the ground up. With his own hands he cleared the raw land of timber and thicket, budded and planted his trees, built a home.

All five of the Lester children, all college-trained, are inspired with the same constructive spirit. The three girls teach school, building

character and principle in others with their earnest work of education. The boys are working small groves on their own, building independently, ably for the future, as their father did.

The full story of the self-reliant, resourceful Lesters goes to 2,300,000 families in the April issue of *Country Gentleman*. It is another in the continuing series of intimate, true pictures of *Country Gentleman* families who know how to make Good Farming mean Good Living.



4. ON THE pleasant enclosed porch, most of the family has gathered for a game of anagrams—Harley and Mrs. Lester, three granddaughters, son "Bud" and his wife Vera.



5. MRS. LESTER enjoys working in her over-size, cabinet-lined kitchen. She's making drop cookies to bake in her electric range. Electric heater supplies hot water.



6. EVERYBODY in Bud Lester's family has a part in this musical session. Bud took courses in wood-working at college, built and finished his own big bungalow.

## The best people in The Country

turn to *Country Gentleman*  
for Better Farming, Better Living

### Country Gentleman



APRIL 1948

APRIL 1, 1948



*See for yourself  
how*

## PAVELLE COLOR PRINTS

*will improve your*

**SALES PRESENTATIONS**

**COMPREHENSIVE LAYOUTS**

**SHORT-RUN MAILINGS**

**WINDOW AND COUNTER**

**DISPLAYS**

**TRAINING PROGRAMS**

**VISUAL MATERIAL**

**OF EVERY KIND**

WRITE US TODAY FOR A FREE  
SAMPLE PRINT FROM YOUR  
OWN TRANSPARENCY. Simply  
mail us your transparency—Ansco  
Color, Kodachrome or Ektachrome—  
in any size from Bantam to 8"x10".  
We'll return it with a beautiful  
Pavelle Color Print, at no charge  
or obligation. What's more, we'll  
send you full information about  
Pavelle's special industrial service  
and about our low quantity prices.  
See for yourself how Pavelle's  
life-like, sparkling color prints will  
keep your costs down...and build  
your results up! Write—but write  
now—to:  
**INDUSTRIAL SERVICE DIVISION  
PAVELLE COLOR INCORPORATED  
533-B West 57th Street  
New York 19, N. Y.**

# WASHINGTON BULLETIN BOARD

## FTC "Notices of Default"

What disposition is made when FTC "notices of default" are not observed?

An interesting case is now being resolved by FTC in the matter of the big rubber companies. After The B. F. Goodrich Co. and The Goodyear Tire & Rubber Co. filed motions requesting in effect that "notices of default" be withdrawn, FTC heard oral argument in March. At this writing, no decision had been issued.

The "notices of default" were served on the corporations (together with United States Rubber Co. and The Firestone Tire & Rubber Co.) after they failed to comply with orders requiring them to file special reports on their sales and prices to large-volume purchasers, in connection with the Commission's investigation of quantity discounts in the sale of tires and tubes. Under the terms of the FTC Act, if the reports are not filed within 30 days after service of the default notices, the corporations become subject to a forfeiture of \$100 a day for each day they are in default.

## Cut for Bureau of Labor

Is the Bureau of Labor Statistics being curtailed further?

Yes, for the second consecutive year—and even more than previously.

Last year BLS appropriation was cut from \$6,381,000 to \$4,000,000—36%. The House Appropriations Committee has now cut it down to \$2,500,000 for the coming fiscal year—a 39% cut. Pinch-penny opponents of BLS in the House argue its statistics are slow and out of date and that some of them are not even useful. Actually, in hearings on the Department of Labor bill the committee did not call a single professional economist, statistician or sales manager. Better treatment may be accorded BLS in the Senate, if those who are interested come forward with a strong case.

## Veterans' Housing Crisis

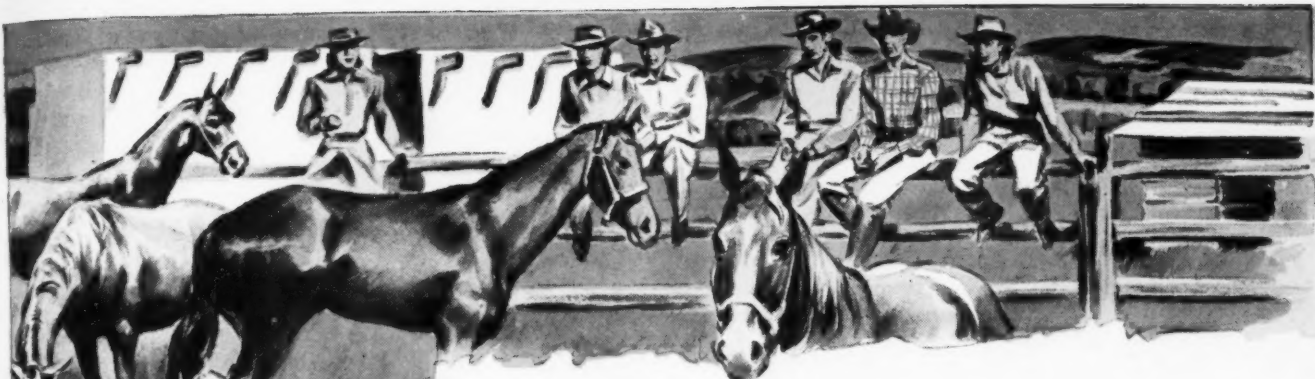
Is Washington trying to solve the veterans' housing crisis?

A gigantic public housing program approved by a joint Senate-House Committee would construct 500,000 housing units over a four-year period.

Funds have not been appropriated, but it is said that they would amount to upwards of \$4,000,000,000 for low-cost public housing projects.

The program provides Federal loans of \$1 billion to cities for slum clearance, plus a half billion to clear away old tenements, etc; 40-year loans to veterans' cooperatives for building projects, 95% guaranteed at a maximum of 4% interest; standardization of building codes; creation of a new house finance corporation





## RANGE RIDERS' Rigging...

Under the kerosene lanterns of tent stores in the Gold Rush, the harried shop keepers found they had to provide clothing as well as cloth... learned to cut into bolts of cone and denim, hand sew the hard fabrics, rough fit the customers... and so laid the foundation for San Francisco's flourishing work-clothes trade...

As the West grew, the prospectors gave way to ranchers, range-riders, cowpokes in chaps, customers who found fabrics too frail and liked leather... and San Francisco stores fashioned sturdy fringed frontier garments from buffalo skins, hides of steer and horse, and undressed kid.

Currently, San Francisco is one of the nation's main sources of authentic Western wear... the levis worn alike by the working cowhand and dude, denim, whipcord trousers, leather belts, rodeo boots, hairy chaps and vests, brazed bridles, fine custom saddles hand-tooled.

The oil fields and big dams brought workers who wore overalls, riggers' boots, windbreakers and work gloves. Then came the war influx... welders, steel workers, machinists, shipbuilders and stevedores.

**C**LIMATE, cash and new leisure began a Western apparel boom. San Francisco designers and craftsmen responded with distinctive casuals, sports clothes, slacks, and colorful beach styles from the Pacific Islands. And Western fashions trickled eastward, now have a national market.

Now San Francisco has more than fifty manufacturers of men's wear, accessories

and leather goods... with an estimated dollar volume of \$30 million plus—part of the city's \$86 million garment industry.

Small change in comparison to other trades, other localities, this work and play apparel business is merely more evidence of San Francisco growth, significant as an index of a growing market that merits the best effort of the national advertiser. And significant to this market is The Chronicle.

Long on history and local achievement, locally owned and edited, The Chronicle today is very much more than a local vehicle... carries probably the most comprehensive general news of any newspaper outside New York... is indispensable to the well-informed in Northern California.

Favorite paper of business men, bankers, Montgomery Street, the opinion makers, The Chronicle is also highly read and regarded by sports fans, and women of assorted ages, incomes and social strata.

**R**EACHING one of three city families, one in four in the commuting counties of the Bay Area market... The Chronicle provides the most productive audience for the principal department stores, the best specialty shops... and delivers sales for popular priced goods on Market Street. And syndicated supplements excepted, The Chronicle leads in national lineage.

The Chronicle can do a job for you here, if your product is worthwhile, in any price or prospect field you sell. Why and how—any SFW man will show you.



# San Francisco Chronicle

SAWYER-FERGUSON-WALKER CO., National Representatives,  
New York, Chicago, Detroit, Atlanta, San Francisco, Los Angeles



**HOME**—where everybody wants first chance at the paper  
—where buying habits are really formed. And . . .

—HOME is where *The Chronicle* delivers  
20,511 MORE than *The Post* (daily)  
19,458 MORE than *The Post* (Sunday)  
44,443 MORE than *The Press* (daily)  
(*The Press* has no Sunday edition)

—according to the Sept. 30, 1947 *Publishers' Statements*.

Yes, sir, home-delivered circulation is an important element  
of *Chronicle* dominance in Houston and Harris County—  
the richest trade area in the entire South!

## The Houston Chronicle

LARGEST CIRCULATION IN TEXAS

R. W. MCCARTHY  
National Advertising Manager

THE BRANHAM COMPANY  
National Representatives

FIRST IN HOUSTON IN CIRCULATION AND ADVERTISING FOR 35 CONSECUTIVE YEARS\*

to take housing loans out of banks.

It is optimistically predicted by advocates that the program will spark private building at lower cost and in any event will stabilize the market for building supplies and materials, as well as the building labor groups.

### Greater Unemployment

If unemployment deepens, what can the states do about it?

Almost \$7 billion have been built up by the States as a cushion against unemployment resulting from a possible depression, Washington learns.

As the close of 1947 no information was available for two of the states, but the funds of the other 46 totalled \$6,932,051,288.

The State of New York has the largest amount on hand, over a billion dollars. New York paid out more money to jobless last year (\$175,887,006) than any other state.

California ranks second both in available unemployment funds (\$724,129,772) and in payments last year (\$130,187,756). Pennsylvania was third, Illinois fourth.

Economists agree that it would be impossible to predict how quickly the funds would be used up in the event of an economic crash, yet it is pointed out that such background of cash would do much to soften the impact and probably take care of the immediate emergency until other steps for recovery were provided.

### Air Cargo Volume

Is the volume of air cargo up, or down?

Six all-cargo airlines have been recommended for certificated routes and area-to-area scheduled services between the Nation's large industrial centers. This is the first sizable development in the agitation for all-cargo plane service by others than the regular airlines.

Meanwhile, the regular certificated airlines, reporting on business for 1947, state that the greatest increases were in air express and freight, boosting their ton mileage 118.11%.

Domestic air freight was up 83.61% and express up 19.24%. In addition, the domestic air lines flew 4,128,196 ton miles and the international airlines 2,718,502 ton miles on chartered and other special trips.

With the production of all-cargo planes now under full swing and the indicated interest of the Civil Aeronautics Board to grant freight certificates, it is expected that this form of shipment will increase during the year to large proportions.

SALES MANAGEMENT





*...like California without the*

## *B*illion *D*ollar *V*alley of the *B*ees

### MAN OF MANY FIRSTS

The first white man to explore the country later overrun by the '49ers was Jedediah Strong Smith. Smith deserves to rank with Daniel Boone, Lewis and Clark, and Kit Carson. He was the first to enter California by the overland route, in 1826; first to scale the High Sierra (and, in the process, the first to use skis in those mountains); first to explore California's great central valley which, incidentally, he correctly envisioned as a fabulously rich agricultural empire.

This year as California observes the Centennial of the Discovery of Gold, The Sacramento Bee, The Modesto Bee and The Fresno Bee join in with a bow to the memory of Jedediah Smith.

THERE IS NOTHING missing from California's great Valley market. Total buying power is nearly 2 Billion. Annual retail sales now exceed 1¼ Billion—and they're still climbing.\*

Yes, all ingredients are here—the buying habit, the buying power, and a productive advertising combination. Far and away the favorite newspapers in the Billion Dollar Valley are The Sacramento Bee, The Modesto Bee and The Fresno Bee.

In an area containing three quarters of all the Valley's buying power, these three McClatchy papers outcirculate and outsell any competitive combination—local or West Coast.

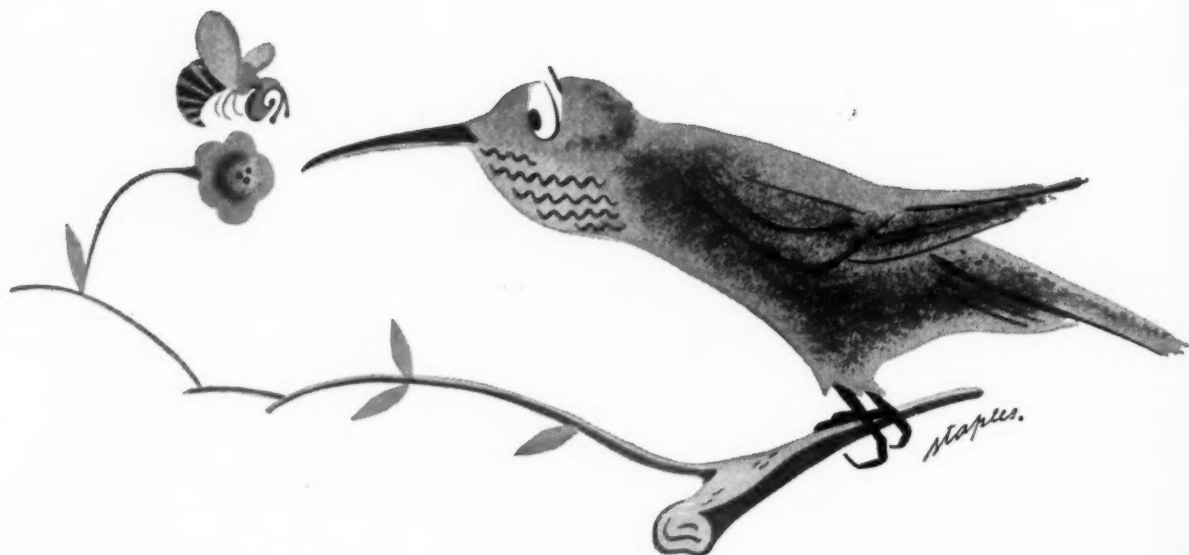
\*Sales Management's 1947 Copyrighted Survey

## *McClatchy Newspapers*

National Representatives . . . O'Mara & Ormsbee, Inc.  
New York • Los Angeles • Detroit • Chicago • San Francisco



**THE SACRAMENTO BEE  
THE MODESTO BEE  
THE FRESNO BEE**



## **A**ll **B**usiness is **L**ocal

Ever find your way to a rich market's profit-honey blocked by a *local* brand that got there first? It happens over and over to brands promoted in across-the-board media that grand-tour all the 48 states.

Look at coffee. A recent study disclosed local or regional brands snatching the sales lead from national brands in *five of the nine* key markets covered. In *seven out of the nine*, local or regional brands nabbed the No. 2 spot, too. That's how real concentration on high-potential local markets *can* pay off.

Today, many a national manufacturer is making more sales, lowering sales cost by concentrating on high-potential local markets where sales come easier and faster. That's one big reason why last year's national advertising in newspapers marched ahead to the tune of a lusty 37% gain over 1946's all-time record.

*Helping advertisers chart their way to sales opportunity is the Bureau of Advertising's primary job. Let our sales analysis staff help you, too, put local marketing facts to work. Or write today for the newly revised booklet, Services Available to Advertisers and Agencies.*

**Bureau of Advertising**

AMERICAN NEWSPAPER PUBLISHERS ASSOCIATION

370 Lexington Ave., N. Y. 17, Caledonia 5-8575 • 360 N. Michigan Ave., Chicago 1, State 8681 • 240 Montgomery St., San Francisco 4, Exbrook 8530  
prepared by the Bureau of Advertising and published by The Cleveland Press in the interest of more effective advertising



*In Pittsburgh you can*

**ROUTE your  
ADVERTISING  
as you  
ROUTE your  
SALESMEN**

*They belong together*

## **LIKE A HORSE AND RIDER**

The most successful salesmen are those who ride their advertising for all it's worth. And it's worth plenty, too, as long as they travel together over the same road. It's easy to route your advertising as you route your salesmen in Pittsburgh's Post-Gazette—the only newspaper that will work with them in selling the million central city people—then travel beyond in a 50-mile radius to help sell the two million more who live in and around the neighboring 144 cities and towns of 1,000 to 70,000 population.

*Concentrate in Pittsburgh's*  
**POST-GAZETTE**

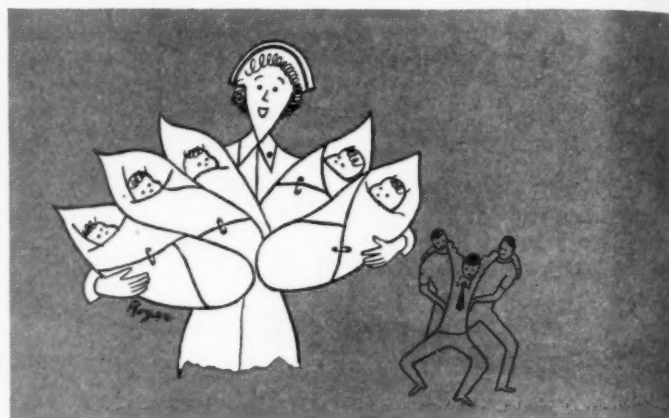
**BY FAR THE LARGEST CIRCULATION OF ANY PITTSBURGH DAILY NEWSPAPER**

**REPRESENTED NATIONALLY BY MOLONEY, REGAN & SCHMITT, INC.**

APRIL 1, 1948



# These are hard to do...



## and, except in **FORTUNE**, so are these...

**GET INQUIRIES PLUS SALES**—An investment house wishing to build its standing and business among U. S. financial leaders advertised in **FORTUNE** and two leading weeklies . . . **Result:** 274 inquiries from **FORTUNE**, more than twice as many as from the two other media combined. And “nearly every inquiry came from an officer or partner of recognized business corporations.”

**PRODUCE A BACKLOG OF PROSPECTS**—A manufacturer chose **FORTUNE** to introduce a \$144,000 printing press . . . **Result:** An immediate sale, with the assurance of an order for five more if the press proved satisfactory. “We received other inquiries directly traceable to **FORTUNE** from all over the world . . . **FORTUNE** produced for us a backlog of prospects which would have been impossible to ferret out by ordinary means.”

**PULL SUSTAINED RETURNS**—An advertiser of books on country living took a quarter-page in **FORTUNE** . . . **Result:** 653 inquiries upon publication, and six months later requests were still coming in daily. Further, “Sales from **FORTUNE** inquiries have been at a much higher rate than we ordinarily get from magazine or newspaper inquiries.”

**GET EXECUTIVE APPROVAL** — A machinery advertiser whose sales contacts are at the technical level had difficulty getting management approval, and decided to sell management through **FORTUNE** . . . **Result:** “Besides getting us executive approval, our **FORTUNE** campaign has brought us many inquiries from all over the U. S. and the world, and we have made some very valuable connections.”

**BUILD NATIONAL ACCEPTANCE**—A New England bank wanted to extend its reputation to the rest of the U. S. and started a campaign in **FORTUNE** . . . **Result:** “We now believe **FORTUNE** to be the best medium for establishing ourselves as a truly national bank with the top executives of national organizations.”

**REACH FOUR OF THE FIVE CONTINENTS**—A machine-tool manufacturer wanting to impress executives with the economy of restoring run-down equipment took two half-pages in **FORTUNE** . . . **Result:** “Responses from India, China, Siam, France, Greece, Chile, Denmark, and South Africa, above and over the regular high domestic return from **FORTUNE**.”

**ALL THESE ARE EASY TO DO IN FORTUNE**... because a quarter-million industrial buyers turn to **FORTUNE** for reasons that were expressed by a Midwestern corporation president in a recent staff memorandum:

“You will find in **FORTUNE** suggestions for new prospects for us, as well as ideas that we might want to buy for our factory. You will get stimulating new ideas about new products which we can manufacture. **FORTUNE** is about the best reading matter business men can obtain.”



# SIGNIFICANT TRENDS

As seen by the editor of SALES MANAGEMENT for the fortnight ending April 1, 1948

## MORE PEOPLE, MORE MONEY

According to estimates of the Bureau of the Census the population of the United States exceeded 145 million persons on January 1. This includes the Armed Forces over-seas. The civilian population as of that date was 143,089,000.

The greatest annual increase in population ever to occur in the United States took place during 1947. The increase during that year amounted to approximately 2,667,000 persons and exceeded the previous record increase of 1946 by approximately 400,000. Since April 1, 1940, the date of the last Census, the population has increased by approximately 13,700,000 persons, or 10.4%.

The great increase during 1947 was largely the result of the number of births, the 1947 total being 3,908,000. Marriages last year reached a total exceeded only by the peak figure of 1946.

Personal income kept pace with the population growth. In January, it reached an annual rate of 210.8 billions. This was 11% above the same month of a year ago and 7% above the 1947 average. But one of the contributing factors to a new high in January is not healthy. According to the Department of Commerce, higher farm income, new veterans' bonus payments, particularly in New York, and "a gain in unemployment insurance payments" accounted for the January increase.

## POINT-OF-SALE ADVERTISING

Frank Coutant, who heads the market research firm of Fact Finders Associates, tells me that never in his long

experience in sales and advertising work has he noted so much interest in point-of-sale advertising—on the part of both manufacturers and retailers. As we get back into more normal market conditions, retailers realize that the consumer is the boss. As Earl Owen Shreve, president of the United States Chamber of Commerce, said the other day, "The new look is really the old look. It just got out of fashion for some years, the years of the sellers' market. It wasn't so long ago that when the customer showed impatience in a store he was told 'Don't you know there's a war on?' The time now is near when the customer will do the *telling*."

Interest in point-of-sale advertising and in many new forms of media has been stimulated, according to Frank Coutant, by increased costs of the older and more conventional forms of media. Coming to the super markets in the near future will be such new forms of point-of-sale material as signs on the baskets and carts, and large wall displays above the shelves—sort of miniature outdoor boards, 3-sheet size. Most of the operators of super markets, he says, are in a very cooperative frame of mind toward interior point-of-sale displays of nationally advertised products. That doesn't mean necessarily that they are *giving* their space away, but they are more interested in the profits from selling the products than from the small revenue they may get from renting display space.

## SPEAKING OF TIE-UPS

Back in the days of silent pictures, and for the first 10 years of talkies, a product endorsement by a picture star usually meant that cold cash had been laid on the line. The late Douglas Fairbanks set the style by demanding—and getting—\$10,000 to endorse a cigarette.



The final computation of the Business Trend for February is 230 on the revised basis. The drop from the previous month's figure occurred because of sharply decreased business spending, which

more than outweighed the slight increase in new orders. A further decline in rate of business spending this month, combined with a lower level of new orders, indicates a March estimate of about 225.

Today there are even more endorsements, but mostly they're on barter instead of a monetary basis. Scratch my back, and I'll scratch yours. The Paramount Studio is said to have secured an estimated nine million dollars' worth of paid advertising space tied in with three pictures, "Wild Harvest," "Unconquered" and "Variety Girl." Eighteen major advertising campaigns, each consisting of full-page magazine space or better, were linked in with the latter film.

The studios are so anxious for this publicity that the advertiser is in the driver's seat. "Use this lipstick in your production and we'll use Dorothy Lamour in our ads." And some of them get away with restrictions like this: "If we use your star in our lipstick promotion, none of your players may be photographed applying another brand of cosmetics."

The Samuel Goldwyn Studios estimate that they reached 100 million magazine readers through advertisements paid for by others which featured Danny Kaye or Virginia Mayo in connection with the "Secret Life of Walter Mitty." Products included were shampoo, soaps, tea, grapefruit juice, cereal, candy, jewelry, ink etc.

Most of today's endorsements by picture stars are by implication, but who can say they are any less effective?

## STARTING SALARIES UP

According to a new Dartnell Corp. survey, the average annual payment to beginning salesmen rose from \$2,500 in July, 1946, to \$3,081 at the beginning of this year.

The same survey shows that experienced salesmen were earning an average of \$6,177 at that time as against \$6,081 today. The reason for the decline is undoubtedly that a great majority of participating companies have added a substantial number of new salesmen who have not yet reached their full earning power. Other trends found in the survey include a continuing increase in automobile expense allowances, an increasing tendency toward

abandoning limits on hotel and travel expenses and a tendency toward lowering rates of commission for straight commission salesmen to compensate for inflated sales volume. A prediction for the near future is that many companies will find it necessary and desirable to extend to salesmen the types of incidental benefits such as insurance, pensions and so on which long have been offered to industrial workers.

## NO RESTRICTIONS ON ADVERTISING

A recent Washington news item is important at this time and may have added significance if the excess profits tax is re-established. We are making no prediction that this tax will return, but if this country finds it necessary to get ready for a possible third world war, the excess profits tax would undoubtedly be rushed into law.

The point about this Washington item is that advertisers may use institutional advertisements and get deductions for income tax purposes. During the last war, institutional or general good-will advertising was permitted as a deductible business expense. Companies that devoted all their activities to war work and had no commercial goods to sell thus kept their names before the public. To qualify for tax exemption, expenditures had to be reasonable, based on past advertising outlay, the needs of new products, increasing advertising costs and similar factors.

After the war many manufacturers wondered if such advertising would still be acceptable for tax purposes. It definitely is.

## TRENDS OF THE TIMES

Last year we produced 16,023 personal planes, (those seating four persons or less). This was less than half as many in 1946 but nearly one and one-half times as many as in 1941 which was the best pre-war year.

Florida hopes that a new bottled pure orange drink will absorb a lot of the state's swelling orange output. The state is expected to produce 87 million boxes of oranges this season. Five years ago production was 70 million boxes; 10 years ago 30 million.

Some of the makers of ball point pens are arresting declining store demand by promoting them as souvenirs with industrial firms. Coca-Cola has ordered a big batch for distribution by salesmen to bottlers and retailers, dressed up in fire-truck red with "Coca-Cola" prominently displayed.

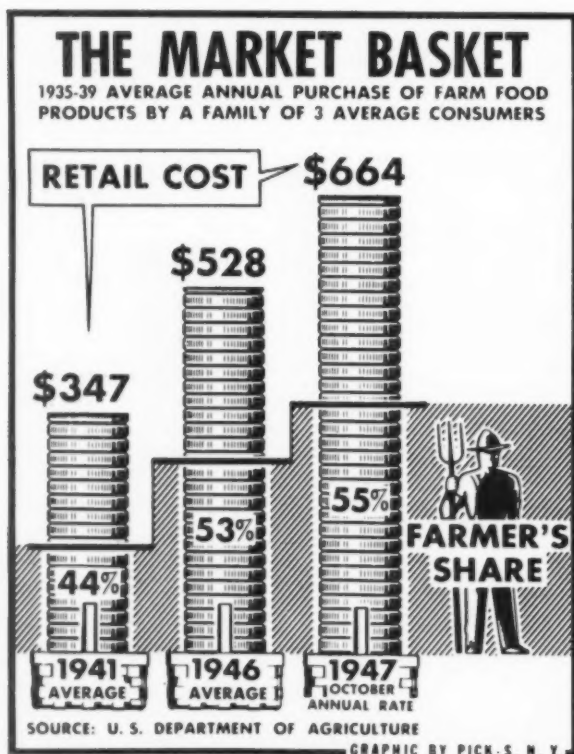
Spalding this spring will have a 50-cent golf ball—"as good as the one at that price in 1941." Top grade balls will continue to bring 95 cents.

Signs of the buyers' market can be seen in one store after another. Loss-leader selling is again becoming normal. Some druggists are offering 15-cent boxes of aspirin for 9 cents.

But not all wartime trends have been reversed. The trend toward home ownership has continued in the post war years. According to the National Industrial Conference Board, nearly 55% of occupied dwelling units were owner occupied in 1947 as compared with 43.3% in 1940.

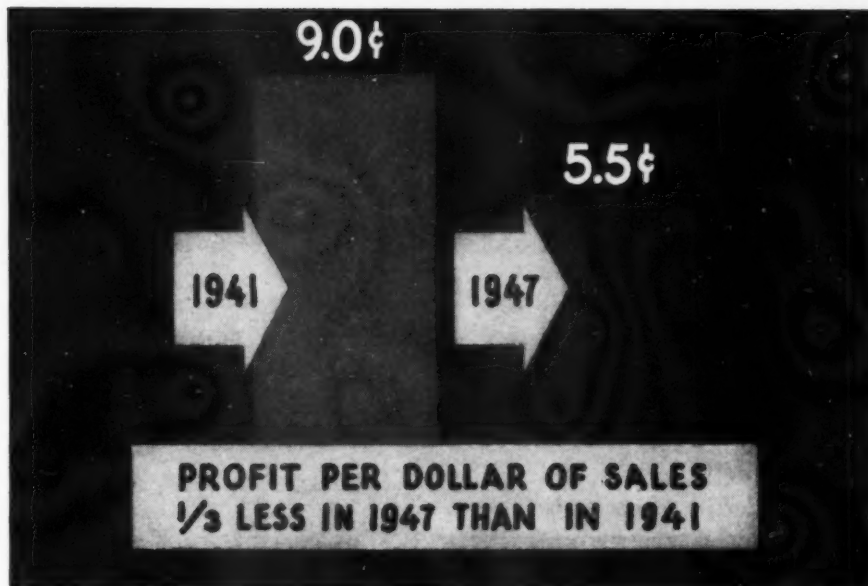
**PHILIP SALISBURY**  
Editor

SALES MANAGEMENT





**PROFITS:** Percentagewise, profits of International Harvester have declined one-third from 1941. There are two ways to look at these profits: 1. As a large lump sum. 2. As a percent of dollars received in sales.



## How International Harvester Talks With Employees About Profits

As told to Lester B. Colby by **JOHN L. McCAFFREY** • President, International Harvester Co.

Through all forms of promotion, it lays the cards on the table for its 90,000 employees to see and discuss. The goal: To provide employees with means to get at the facts in the hope that they will help International earn profits.

International Harvester Co., Chicago, recently published an informative booklet titled, "Profits Mean Progress for Everyone." This has been placed in the hands of each of our more than 90,000 employees. Carefully compiled to give complete

and exact facts, it was plainly and simply written. Its purpose is this:

We have had a feeling for a long time that better understanding and fuller conception of our common interests by employees and executives alike are bound to mean a better life,

increased contentment and greater feeling of security for us all. Management believes that knowledge of company operations, its reasons for existence, its measure of the fulfillment of its duties and obligations, can help to make the future more stable for everyone concerned with business.

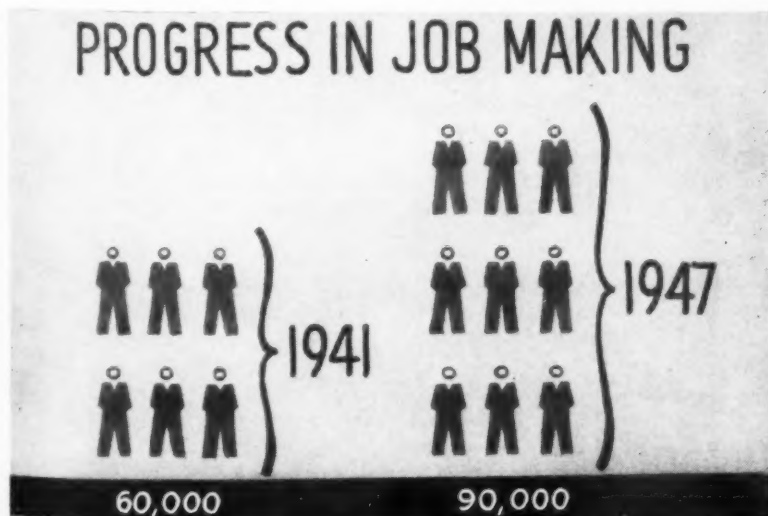
Management, if it is to succeed, must have three allegiances: To our customers, to our employees, to our stockholders.

Back in 1941, International Harvester had approximately 60,000 employees. During 1947, an average of 85,409 men and women worked for the company. Today, there are more than 90,000.

To put it another way, for every six people we employed in 1941, we now employ *nine*. The year just ended, 1947, was a year of peak production, good wages, good profits and great progress.

In publishing this booklet we are taking our employees into our confidence, and the public, too, for doing

**JOBS:** Nine people now work for IHC for every six in 1941. International Harvester makes the point that without profits there can be no money to provide jobs for all.



business in the open is the best way. In introducing this booklet we say on the first page:

"Today, everybody talks about the profits of business, and the result is a great deal of confusion and misunderstanding. Continuing profits for International Harvester Co. are important to you—and to everyone connected with Harvester. This booklet gives an interesting and simple explanation of why this is so. We believe you will feel well repaid for the few minutes it will take to read it. *Profits today mean more jobs tomorrow.*"

### What Media?

At this point, the booklet puts emphasis on the fact, not generally known, that the word "profit" itself comes from a Latin word meaning "progress." The moral is that progress and profit go hand in hand. But that is only a part of our present program for understanding. Some other elements of the campaign include:

1. *Employee Letter.* A letter was sent out in January, over the signature of the company's president, to the home of every one of the 90,373 employees of that date in the United States. It covered such subjects as: "The People Who Work for Us," "The People Who Own Our Company," "The People Who Buy Our Products," and "Profits."

2. *Radio.* Institutional radio commercials covering a period of four weeks were devoted to statements of details of the progress which the company's progress had made possible. These told the story of the building of new plants and expansion . . . thereby giving the public more needed equipment and employes more jobs. These were a part of the company's radio program, "Harvest of Stars."

3. *Newspaper Advertisements.* Starting early in February, a 1,000-line newspaper advertisement headed, "Profits Mean Progress," appeared in every newspaper in the 19 cities in which the company has a plant. It also ran in a number of other cities, including New York City and Washington.

4. *Dealer Poster.* The advertisement was enlarged to a two-color 28x38 inch poster which was placed on display in the showrooms of all of the company's approximately 10,000 dealers.

5. *Slide Film and Recording.* A 55-frame slide film by Pilot Productions, with recording, has also been developed giving a 27-minute story on the profits, prices and size of the



**WAGES:** Rise in the number of employees from 60,000 to 90,000 and increases in wages paid to them has more than doubled International Harvester's payroll. But IHC seeks more jobs, more pay, more profits for everyone in the company.



**BUT WHAT ABOUT STOCKHOLDERS?** In total number of dollars, International Harvester's chart shows that stockholders got more, too, but percentage-wise they lagged behind gains in the number of jobs and rise in payroll.

company. More than 150 sets of this material are being delivered to company plants and branches where the story is being given to every company employe over a period of weeks. This material is also available to service clubs such as Rotary, Kiwanis, Lions and any other interested groups.

6. *Booklet.* Another booklet, 48 pages, well illustrated, is distributed to each employe following the slide film demonstration.

As this program unfolds it is revealed that International Harvester in 1947 paid \$265,000,000 in wages to employes in 1947 as compared with \$121,000,000 in 1941 which works out to an increase of 119%, and

is pointed to as *progress in wages*. The point is also made that since the end of the war Harvester has invested \$130,000,000 in new plants and tools and is investing \$85,000,000 more making a total of \$215,000,000!

### \$6,000 for Each Job

Illustrations, from photographs, reveal that huge new plants now stand in what were vacant fields before the war or munitions plants soon after the war got under way. Such new plants are now operated by Harvester at Memphis, Tenn., Louisville Ky., Evansville, Ind., and Melrose Park, Ill. The statement is made that it now requires an investment

of \$6,000 by the company to make one new job.

Inflation is tackled with the statement that more production is the answer to this problem and that, properly used, profits help to combat inflation. This is because: "Since practically everything we produce is used by our customers to increase their own production, we believe we are helping to exert a two-way check on inflation. Greater production of our machines will mean greater production by our customers who put these machines to work. And greater production is the need of all America in slowing down inflation."

The company then gives a full and frank statement of its sales by product lines for four 10-year periods. Emphasis is placed on the fact that continuing profits are necessary to meet the changes which are constantly taking place in large business. Another series of pictographs gives the complete story of Harvester's prices, bringing out that 88.5c out of each dollar taken in goes for wages and materials.

#### Who Owns Harvester?

"Who Owns Harvester?" starts another sequence. This shows that of the 42,000 stockholders, 17,400 are women, 16,200 men and 8,400 institutions such as insurance companies, educational, religious and charitable institutions, banks, trustees and others, largely representing individuals. A chart shows that the Harvester worker has fared considerably better than the Harvester stockholder during the past six years. Emphasis is placed on the fact that 39,000 stockholders own fewer than 100 shares each, as against only 400 who

own more than 1,000 shares each.

The matter of "bigness," a highly debated topic, is also met. It is shown that the company serves primarily agriculture, highway transportation and construction—three of the Nation's largest industries. Big companies, it is pointed out, are required to handle the big demands of these industries and to develop and produce, at reasonable prices, the vast quantities of equipment which industries like these must have.

#### Respect Competitors

Art, in cartoon form, is employed to develop the fact that the company has more than 1,100 competitors. These include big and powerful companies, among them: General Motors, Ford, Allis-Chalmers, Caterpillar Tractor, General Electric, and Westinghouse. Harvester says:

"In every field in which we operate we have many alert, aggressive and successful competitors. We have learned to have a wholesome respect for them. We take pride in the fact that we sometimes take a step ahead of our competitors. We are not so proud of admitting how many times they take a step ahead of us. But it is these steps forward, first by one competitor and then another, that give the consumer an ever-better product. This is the mainspring of the American business system.

"At International Harvester, in the spirit of fair competition, we try our best to make as many of the forward steps as we can. It is our ability to earn a reasonable profit which makes it possible for us to meet fair competition and to make these forward steps."

Profits of International Harvester

were about \$48,000,000 in 1947, the story continues. Total dollars, however, are not a fair yardstick in measuring profits. The company's profits, in 1941, after taxes, were only 9.0c out of each dollar of sales; in 1947 one-third less than that or 5.5c. Harvester's sales, you see, were \$741,000,000 last year. Profits on sales were \$41,000,000, plus another \$7,000,000 in dividends from subsidiaries and other miscellaneous income. The total is equivalent to 9.8% on invested capital. We believe 5.5% per dollar of sales is a reasonable rate of profit.

But big as Harvester is, it cannot operate without the help of others. Indeed, the larger the business the more help it requires from others and the more help others receive from it. In our own case, we market our products through approximately 10,000 independent merchants who are our dealers. We buy materials, supplies and services of all kinds from approximately 10,000 other businesses, most of them small.

#### Importance of Profits

The presentation closes with the statement that no one—employees, customers or stockholders—wants just to "break even." Everyone desires to keep on making *profits* so that all can continue to make *progress*. For these reasons, International Harvester pledges itself to make every effort to maintain and increase its volume of production and sales.

We know that it is our continuing ability to earn a reasonable profit which has made it possible for this company to *serve more people—employees, customers and stockholders—in greater measure than ever before*. We hope to continue to do so with each succeeding year.

Harvester's capital investment is \$513,000,000. Its annual wage bill was increased by \$25,000,000 last year. It costs us more, now that we are in a period of inflation, to replace inventories, tools, equipment and buildings. To carry the same inventory at the end of 1947 as at the end of 1946 required \$18,000,000 more capital.

To make employees' jobs safe, any company *must have profits*. To expand and so make more employment—new jobs—any company *must have profits*. This is the story we are trying to impress upon all of our people. We think, if they fully understand this, they will do their very best to help Harvester *earn profits*. Workers are in close partnership with their employing company. Without profits, how can they hope to share? It is all very simple.



**MAKING IT PERSONAL:** To an individual, it's meaningless to say you are spending \$215 millions for plant improvement, as is International, but it's understandable when you point out that it takes \$6,000 to create one job.



# Board of Advisory Editors— SM's Survey of Buying Power

SIXTEEN topflight experts on marketing have accepted invitations from SALES MANAGEMENT to serve as Advisory Editors for the annual *Survey of Buying Power*. With the *Survey* each year becoming more and more a national institution, the publishers feel that representative users of the volume should be kept informed of proposed changes and have an opportunity to make suggestions—and that by combining the experience of outside experts and staff members a market guide of constantly improving quality can be turned out.

Because the preparation of the *Survey* is a year-'round operation, the forthcoming 1948 issue will carry out the

suggestions of only a few of these guest editors, but their imprint will be on the 1949 and succeeding editions. Their counsel will be sought by mail, by personal visits from SM editors, by occasional group meetings. Some of these experts will offer guidance on technical aspects, others on matters concerning practical use of the material. Announcement will be made at a later date of additions to the Board. All in all we feel that every subscriber will benefit from the close interest which these men will take in the planning of future *Surveys of Buying Power*.

—The Editors



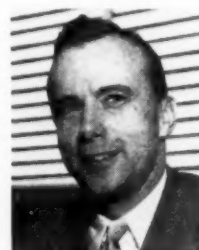
**R. P. BERGAN**  
General Sales  
Manager  
National Carbon  
Company, Inc.

AFTER early sales experience in the automotive field, R. P. Bergan joined National Carbon in 1925 as a dealer salesman. Since that time he has come up through the ranks of selling as respectively: senior salesman, sales analyst, district sales manager, national chain sales, assistant to general sales manager and now general sales manager of consumer products since January 1, 1945.



**DR. FRANKLIN  
R. CAWL**  
Director of  
Marketing &  
Research, Kudner  
Agency, Inc.

DR. CAWL joined the Kudner Agency after 14 years of research and promotion experience in the media field. He headed research and promotion for the *Farm Journal* and *Farmer's Wife* before coming to Kudner and prior to that served in similar capacities with the *Philadelphia Ledger* and *The Philadelphia Inquirer*, during which time he developed the well known Cawl Survey of Philadelphia Buying Power.



**H. D. EVERETT,  
JR.**  
Director of  
Marketing Re-  
search, Ford  
Motor Company

A GRADUATE of Harvard (AB Cum Laude 1931), Mr. Everett's 16 years of research experience includes accounting and statistical analysis for Columbia Gas & Electric Corporation, marketing research for *Time*, *Life*, and *Fortune*, and production and distribution management for *Time International*. He is a member of the Magazine Committee of the Association of National Advertisers and the Technical Committee of the Broadcast Measurement Bureau.



**C. T. BURG**  
Vice-President in  
Charge of Sales,  
Iron Fireman  
Manufacturing  
Company

IN 1923, C. T. "Cy" Burg joined with two friends in the operation of an iron works in Portland, Oregon, which was the start of today's Iron Fireman. Since that time he has built a one-man selling force into an organization of 1,400 dealers and 2,500 salesmen, and he has played an important part in the growth of the entire automatic stoker industry. He has been termed "Stoker Man No. 1" as the first and original salesman of automatic coal burners as they are known today.



**STANLEY I.  
CLARK**  
Vice-President,  
Sterling Drug, Inc.,  
in charge of the  
Centaur-Caldwell  
Division

MR. CLARK came to Sterling in 1943 after four years in charge of drug trade merchandising for *This Week* magazine. He is chairman of the board of the Radio Council of National Advertisers, Inc., and his past experience includes top sales executive jobs with Admiracion Laboratories, Lehn & Fink, Charles Dallas Reach Company, and Joseph Richards Company.



**DONALD S.  
FROST**  
Assistant Adver-  
tising Manager  
and Director of  
Market Research,  
Bristol-Myers  
Company

MR. FROST's sales background includes four years as a salesman with International Business Machines one year with Owens-Illinois Glass Company and four years of market research at Young & Rubicam, the advertising agency. He is a graduate of the University of Rochester (AB 1933) and served in World War II as a Lieutenant and Air Intelligence Officer with the U. S. Navy before joining Bristol-Myers in his present capacity.



**BERNARD GOULD**  
*Director of  
 Market Research  
 Gillette Safety  
 Razor Company*

Mr. GOULD is now president of the New England Chapter of the American Marketing Association, and an instructor in sales and market research at the Evening School of Commerce of Boston University. Before joining Gillette in 1935, he was chief statistician of Winthrop-Mitchell, the Wall Street brokerage firm, and during World War II Mr. Gould was assigned to the Control Division of the Services of Supply in the Office of the Commanding General.



**S. J. HAMILTON**  
*President, Hiram  
 Walker, Inc.*

Formerly in charge of Hiram Walker sales in the eastern and southeastern areas, Mr. Hamilton was responsible for the successful introduction of Imperial in open state markets and has taken an active part in the Hiram Walker Fair Trade program. Before joining Hiram Walker in 1941, he was vice-president and partner of Sherman K. Ellis (now LaRoche & Ellis), New York advertising agency, where he handled the Gooderham & Worts account from 1934 to 1938.



**CARL H. HENRIKSON, JR.**  
*Director of  
 Research, J. M.  
 Mathes, Inc.*

Prior to his present post, Mr. Henrikson served as regional business consultant for the Department of Commerce, covering the New York and Philadelphia Federal Reserve Districts. Before that he spent four years as director of research and education for the National Association of Credit Men. He is now a director of the N.Y. Chapter, American Marketing Association, and a member of the Market Research Council.

APRIL 1, 1948



**ROBERT N. KING**  
*Director of  
 Research, Batten,  
 Barton, Durstine  
 & Osborne*

A VETERAN of 24 years with B.B.D. & O., Robert King holds the only life membership in the American Marketing Association, and he has been business manager of the *Journal of Marketing* since its founding 14 years ago. Mr. King is a member of the Market Research Council, the Committee on Research of the A.A.A.A. and the Marketing Division of the C.E.D.



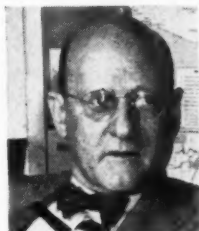
**R. M. McCREIGHT**  
*General Sales  
 Manager, Jantzen  
 Knitting Mills, Inc.*

Mr. McCREIGHT entered Jantzen from the University of Oregon in 1929 and has become successively assistant sales promotion manager, sales promotion manager, outerwear sales manager, and finally general sales manager, supervising sales for all Jantzen divisions. He was also recently named to the Board of Directors of Jantzen.



**HERBERT METZ**  
*Eastern District  
 Manager, Graybar  
 Electric Company*

In Mr. Metz's long and diversified marketing career with Graybar Electric, he has held such positions as advertising mgr., power & light sales mgr., general lamp & lighting sales mgr. He is a director of the company and a member of the executive committee and served as a director of the Association of National Advertisers.



**NELSON A. MILLER**  
*Chief, Marketing  
 Division, Office of  
 Domestic  
 Commerce*

AFTER receiving his initial business training during four years as a

junior executive in a Philadelphia department store, Mr. Miller entered the Department of Commerce in 1928 and helped inaugurate its pioneering studies in distribution costs. He has been active in directing the Department's many field surveys on retail merchandising including his recent "Merchandising Characteristics of Grocery Store Commodities."



**VERGIL D. REED**  
*Associate  
 Director of  
 Research, J.  
 Walter Thompson  
 Company*

Mr. REED came to J. Walter Thompson from the WPB where he was chief, General Statistics Staff and chief of Industrial and Facilities Branch. Prior to that, he was acting director of the Bureau of Census. Mr. Reed is past president of the American Marketing Association, secretary-treasurer of the Market Research Council, and he was recently appointed to the National Distribution Council.



**WILLIAM B. RICKETTS**  
*Director, The  
 Ayer Foundation*

Mr. RICKETTS career before coming to N. W. Ayer includes positions as head of marketing and advertising research for Cowan & Dengler, J. Walter Thompson, Benton & Bowles, and the Buchen Company. He is a former president of the Market Research Council and was joint owner of the Market Survey Division of Booz, Frey, Allen and Hamilton.



**DR. CHARLES FREDERICK ROOS**  
*President, The  
 Econometric  
 Institute, Inc.*

STATISTICIAN, economist and engineer, Dr. Roos is the founder of the Econometric Institute and has been developing its techniques for 20 years. He was formerly permanent secretary of the Amer. Assoc. for the Advancement of Science, research director of the NRA, and is a research fellow of the Guggenheim Memorial Foundation.

# What's New In Permanent Displays?



**ONE STOP SHOPPER FOR JUNIOR:** Products of many manufacturers for the nipple and pabulum trade can be put into this new baby department fixture being distributed by McKesson & Robbins, Inc., Bridgeport, Conn. The single prominent feature of the display, created by Paul Ressinger, Inc., Chicago, is the "Baby Needs" sign, illuminated by fluorescent tubes which also shine on the shelves. Dimensions: Length 72 inches, depth 24 inches, height 76 inches; height of center counter 40 inches.



**COVER GIRL:** This life-like display ups sales of Electro-Mite portable washer, made by Menasco Mfg. Co., Burbank, Calif. The housewife is cardboard, but the clothes and the midget washer are real. The display was planned, created and produced by the Einson-Freeman Co., Inc., Long Island City, N. Y.



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**LEGIBILITY . . . MODERN DESIGN . . . LOW COST:**

Eventually, this spanking new sign, selected from more than 400 designs, will grace 17,000 Standard Oil Co. (Indiana) dealer stations in 15 North Central states. It's legible in any weather, against any background, urban or rural. It's a three-dimensional emblem, with the glass torch at the top containing a light bulb. The sign is 19 feet high. Letters are blue, on a white band with the upper one-third of the oval red, the lower third blue. Standard supplies the sign, manufactured by Reliance Advertising Co., Chicago. Local contractors erect them for Standard; no cost to dealers.



**FULL LINE DISPLAY:** Each item in this plastic display for Kirsten Pipe Co., Seattle, is set into a recessed niche; behind each item are the size and price for four pipes, two cigarette holders, two reamers. Because the display is compact, protected, yet within full view of buyers, retailers give it a top sales spot, keep the full line on display. It was designed jointly by Kirsten and Duranol Products Co., Brooklyn.



**ARRESTING . . . INTERESTING . . . PERSUASIVE:** These are the sales appeals RCA Victor is making to buyers with its new edge-lighted display, the curtain-raiser on a concentrated product identification and point-of-sale promotion program. Designed for display, or for use atop an RCA Victor console, this sign, one of 11 styled and produced by W. L. Stensgaard and Associates, Chicago, features the Victor "Nipper" trade mark, engraved in a plastic panel which fits into a felt-bottomed, gold-finished base. The 12 by 3 inch display is edge-lighted by a 12 inch fluorescent tube.



# What Type of Distribution Setup For the New Product?

BY JOHN ALLEN MURPHY

The Second of a Group of Three Articles\*

**Answer:** It depends on many factors. Here is a checklist of the methods most commonly used. Mr. Murphy indicates, by example, the reasons why certain methods of selling have proved effective for specific types of products.

In the first article in this series, it was established that there are 101 considerations that should be taken into account in introducing a new product. It was brought out that there is *no one* best way to sell a new product.

The method of selling to be used will depend on the nature of the product and its relation to the sponsor's present line. Who is presenting the new product? Is it an individual, a new business or an established company? If the latter, what is the extent of its line? Is its line sold to divergent markets? What is the company's present distribution set-up?

Since the problem to be met in introducing a new product is likely to vary somewhat in each case, actually scores of different selling methods are used. From these I have selected the methods most generally followed, for analysis in this article:

**I. Use Present Sales Organization as Far as Possible:** In introducing a new product a company should use its present sales organization in so far as it is feasible.

New products today are the dominant part of many lines. In issuing the 1947 annual report of E. I. du Pont de Nemours & Co., Inc., Walter S. Carpenter, chairman of the board, stated that new products introduced or substantially developed in the last 20 years accounted for 58% of the company's 1947 sales volume.

In a recent speech, Harry A. Barth, assistant to director of mer-

chandising, W. T. Grant Co., said in effect that the very existence of variety stores and department stores, depends to a great extent on a steady influx of new products and of new things in general.

In many lines re-designing, re-styling and re-packaging is a permanent activity. In most concerns some product development work of this kind is going on all the time. The result is that a good part of the lines of many companies at any one time is likely to be composed of what are essentially new products.

## Utilize Present Staff

Obviously these companies cannot always be making over their sales organizations as they do their lines. If they were to have special salesmen or different distributors or separate marketing channels for each new product, their selling structures would soon become top heavy. Where it can be done, therefore, the best practice is to let the present sales organization take on the new product.

Note that I specify "where it can be done." Unfortunately it cannot always be done. In fact, it can be done with reasonable assurance of success only under very definite situations. Usually such a favorable situation exists when the new product does not depart too widely from the manufacturer's present business. If it is the same general type of product and is sold through pretty much the same trade channels, there is, as a rule, no reason why the regular salesmen cannot sell it. For instance, if Richardson & Robbins brought out a new chicken product, it could be sold along with the company's other foods.

On the other hand, if a concern departs entirely from its accustomed

field with its new product, it may be necessary to employ different selling methods to put it over. Thus when the Bridgeport Brass Co. went into the insecticide business, it was not only bringing out a new product, but it was entering an unfamiliar field of distribution.

Whether for better or worse much of the product expansion now taking place is of the diversification type. That is, it is spreading companies out into new businesses and into markets that they never penetrated before. All that a company has to do now-a-days is to pursue its by-product opportunities, and before it realizes what is happening, it is operating in a number of industries.

## Unavoidable Expansion

This is a most laudable kind of expansion for many companies. Also in numerous lines it is inevitable expansion. Companies in these fields must accept their expansion opportunities or their necessities or lose out to competitors who do accept them. The meat packers, for example, were forced to utilize all possible by-products in order to make a survival profit. The result is that they were lead into numerous additional businesses. Of course companies that do expand in this way are compelled to diversify their selling methods as well.

But when the average company adopts a new product program, it is best for it not to get too far from its base. In most businesses this leaves plenty of room for expansion and also for a safe degree of diversification. Take Durez Plastics & Chemicals, Inc., as an illustration. In 25 years this business has grown from a small loft to a 100 acre plant. Yet it has stuck to its basic line, steadily refusing to enter the numerous by-product opportunities that beckon from its operations.

The point is that a closely knit business is easier to handle, not only from the selling standpoint, but in every other way. Usually a company adds new products to round out its line, to take the place of declining items, to increase volume or to make

\*The first article in this three-article series appeared in SM for March 15 under the title "So You Have a New Product! Now How Are You Going to Sell It?" The third article will appear April 15.



**CURTAIN-RAISING FOR AN INDUSTRIAL:** Carnegie-Illinois Steel Corp. does not sell freight cars, but C-I had a lot to do with the newsworthy debut of a new lightweight hopper car built of U. S. S. Cor-Ten steel. The company's interest in the auspicious introduction of the new product lay in the fact that C-I's customers—the car builders—do sell freight cars. When the new car was built, Carnegie-Illinois routed it to ten railroad centers, invited 3,583 key railroad officials to come and have a look. Over 2,000 accepted. Thus the cream of the potential market was covered in a relatively short period of time.

for more economical and more efficient operation. Its purpose will be defeated unless it utilizes as much of its present organization as it can.

**2. Special Sales Organizations for New Products:** Often a new product has to be sold differently when it is being introduced than it does after it has been established. A special type of salesman is required to introduce the thing. Then after the market has accepted it, its selling can be turned over to the company's regular salesmen.

Often the new product demands salesmen with missionary zeal. It is necessary to have men who not only can break down resistance for their products, but who can create enthusiasm for them.

In selling a new product it is also important that the salesman be allowed to concentrate. If he has too many articles to sell he cannot do justice to the article being introduced. For this reason many concerns delegate the introduction of a new product to some of their regular salesmen, letting them give full time to the assignment for a few months or

longer. In other cases, regular salesmen are obliged to give the first part of their sales presentation to new products.

Of course the idea of missionary salesmen, for both new and old products, is as old as the hills. But it is still as good as ever. The Sherwin-Williams Co. used this method spectacularly a year ago when it introduced its line of insecticides, weed killers, and other non-paint products. It employed a crew of 700 salesmen to mop up the country in behalf of these new products. With the introductory work accomplished, the new line passed into the hands of the regular salesmen.

#### Use of Specialists

This type of new product selling is employed extensively by chemical manufacturers. They have sales staffs that devote their entire time permanently to introducing new products. These men are usually chemical engineers, who are experts in the application of the products they are selling. They introduce the new line, stay with it for two or three years, or until the "bugs" have been elimi-

nated from its uses. Then they turn it over to the regular salesmen and tackle another new product.

These introductory salesmen may have a roving commission. That is, they will go anywhere if there are prospects in sight. The regular salesmen, on the other hand, are likely to be territorially located. Often the "introducers" specialize. They are paper mill specialists, swimming pool specialists or specialists in the application of plastics, or specialists in any of the numerous branches of this amazingly ramified business.

Some of the regular salesmen may specialize also. Usually, however, they handle all industries in their territories. In many cases the territory has a principal industry. The salesman in that territory just naturally becomes a specialist in that industry. The Detroit salesman, for example, would eventually become an automotive specialist, even though he knew very little about the industry when he entered the territory.

**3. The Industrial Product:** The system of selling new products which chemical companies use is the system





**AN "OUTSIDE" COMPANY DOES THE SELLING:** When Chicago Western Corp. was ready to introduce Pinafore whole-chicken-in-a-can, the entire sales program was turned over, under contract, to the Bob White Organization, a company that merchandises and sells a limited line of non-competing food specialties. Chicago Western, organized to supply boneless chicken to the services, had no sales setup of its own.

that is used quite generally in introducing new products to industry. Of course there are many variations in method. But the nucleus of all systems is the salesman. Almost certainly a new product can be sold to industry only through the manufacturer's own salesman. There are exceptions—but they are few. Mill supply houses and independent representatives of various types cannot be expected to bear the entire brunt of introducing a new industrial product, unless there is something about it that commands ready acceptance.

The trick in introducing an industrial product is to do problem-selling. That is, to show how the product can solve the prospect's production problems or contribute in some other way to the efficiency of his business.

#### 4. Pre-Testing the New Product:

In the first article in this series it was suggested that a market study should ordinarily be made before the new product is launched. This should be done principally for two reasons: to find out if there is a market; to determine how the market should be sold. A cross-section

study of the contemplated market usually will satisfactorily answer both questions.

#### Buyers Can Help

Large retail buyers are especially helpful in giving advice on a proposed product. I have often taken samples of such products to chain store and department store buyers and merchandise men and always have been rewarded with valuable suggestions. They will give suggestions as to price, packaging, show cards, etc. They give an idea as to the number of units that should be packed in a package and what sizes there should be. It is significant that new products sometimes do not register with the trade because it is necessary to make too large an investment to try them out. At the outset, it is well to hold down the initial investment as low as possible. Often they will explain why the product cannot be sold, at least without making certain changes. Sometimes they will tell why similar products failed to go over in the past.

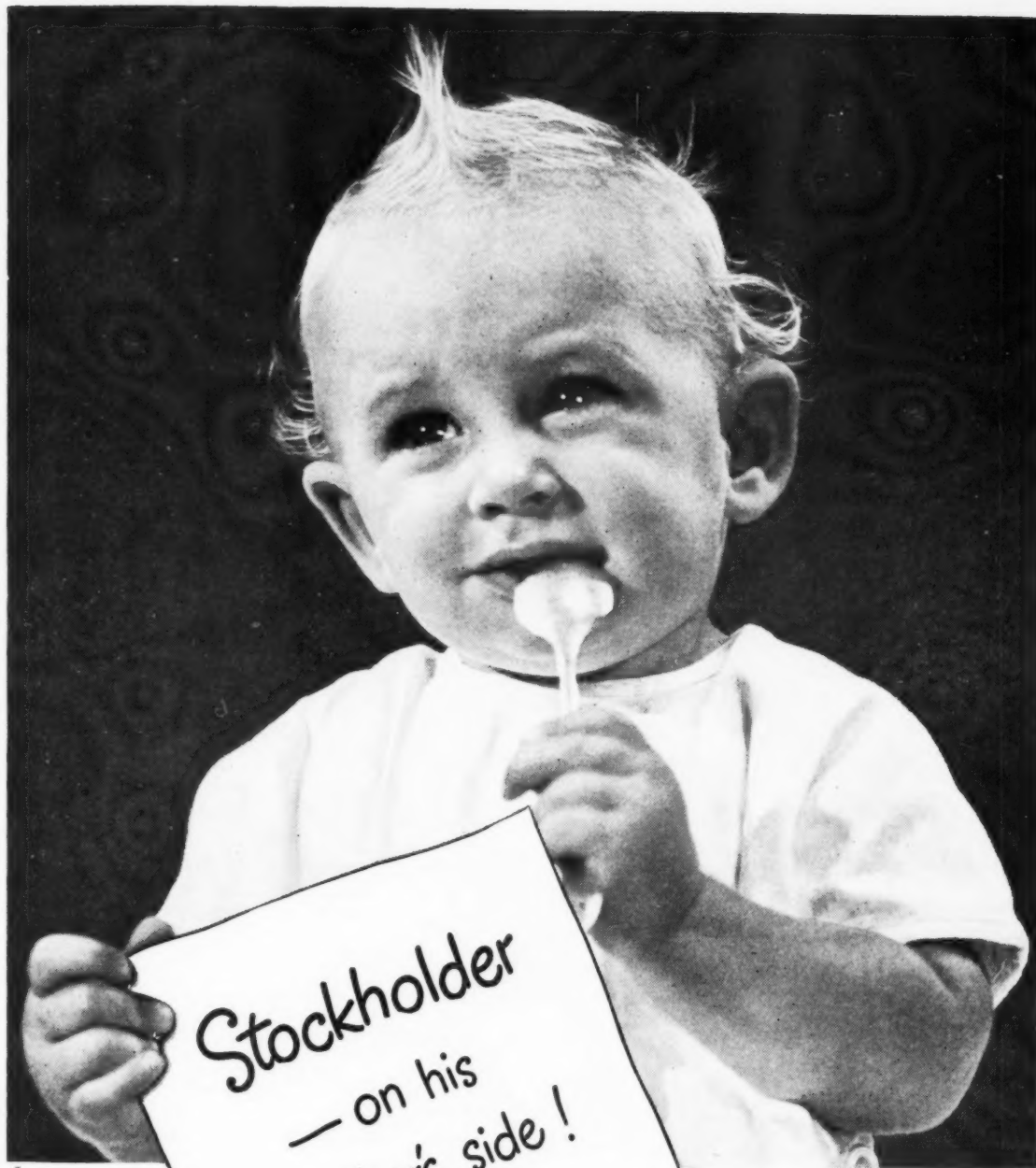
Harry A. Barth, of W. T. Grant Co., to whom I have already referred,

says that he makes frequent trips to the marked-down tables in his stores. He tries to figure out why the goods on these tables did not sell. He says that often it is because the colors of the merchandise are wrong. They clash or do not harmonize in some way.

So important does the W. T. Grant Co., regard the matter that it now has a noted color consultant available, free of charge, to help any supplier who is bringing out new goods in which color will be a factor. This is a fine example of how enterprising retailers are willing to help people who are trying to develop new products.

A market study also should explore information as to the channels through which retailers prefer to buy such products. It should also reveal how manufacturers in similar lines sell their goods.

**5. Friendly Dealers:** Manufacturers who are close to their dealers are in fortunate position when they are introducing new products. Generally a friendly dealer will readily accept a new product from a manu-



**T**his little fellow wasn't born with a silver spoon in his mouth but his mother is a stockholder just the same.

For she's one of the thousands and thousands of mothers — young and old — among the 390,000 women who are stockholders of the American Telephone and Telegraph Company. They outnumber the men!

They are women in all walks of life. The majority give their occupation as "housewife." Many others are teachers, nurses, stenographers, clerks and sales people.

Tens of thousands of girls and women who work for the Telephone Companies either own A. T. & T. stock or are buying it out of wages.

No other stock is so widely held by so many people all over America — and there are more stockholders now than ever before. The total exceeds 723,000.

So you can see that this is a business that is owned by the people. It was built by the savings of the many, rather than the wealth of the few.

**BELL TELEPHONE SYSTEM**



**IMPROVED PRODUCT, ALTERED SALES STRATEGY:** National Die Casting's pre-war product was a simple juicer selling as a hardware item, at \$2.19 and \$2.95. Two years of research, designing and engineering produced a vastly improved product, selling from \$5.95 to \$11.45, which demanded introduction and merchandising as a household appliance—like a toaster or a coffee maker. The company's own sales force handled the job, but the whole approach to the market was new and custom-built.

facturer who has been cooperating with him—if the product is in the dealer's line. Of course, the proposition may require some selling, as retailers do not take on everything that even a favorite supplier may ask them to buy. Anyway, experience has proven that when a manufacturer brings out a new item, his present dealers are likely to be the first to stock it. In this way numerous new products are introduced exclusively.

For example, when Hallmark brought out its series of paper dolls, it had little trouble in getting its greeting card dealers to order them. The new line promised to increase the dealer's greeting card volume, by providing an item that is not dependent on an "occasion" for its sale. The best part of introductions of this kind is that they generally can be handled by a company's regular salesmen. Often they fill in seasonal valleys and tighten up slack all along the line.

Of course, what I said about friendly dealers also applies to jobbers and special distributors who are already cooperating with the manufacturer.

#### **6. Own Stores, Own Departments:** The manufacturer who has stores of

his own or his own departments in other stores has no difficulty in getting distribution for a new product in these outlets. The Sherwin-Williams Co., for instance, can get a new item into its 500 stores over night. Or Prince Matchabelli, Inc., can get a new lipstick into its departments which are maintained in major department stores without much effort.

**7. Manufacturers' Agents:** In a number of cases manufacturers have done a good job in selling new products, especially to industry. The manufacturer's agent is about the best way to cultivate a thin market territory. These agents in recent years have been tending strongly toward becoming specialists in catering to the predominant industry in their community, such as textile machinery in Providence and textile mills in the South. They will often take on a new product if it seems to meet an obvious need in their field.

However, they will be inclined to shy away from a product the need for which is not apparent or for which they have to do all the preliminary educational work. Too often they claim they lost the agency after they did a back-breaking job in introducing a new device.



**8. Mail Order:** When individuals or small concerns originate new products, they seemed to be increasingly disposed to market them through mail order methods. A near-epidemic of this kind of advertising has appeared in recent months. A favorite medium is Sunday newspaper magazines. Dozens of products, from musical bears to fishing rods, have been advertised. Direct mail, also, is being used in this effort.

After an individual has stormed conventional trade channels with his new product, he could be so discouraged that mail order selling would seem easy to him. But it is not so easy as it looks. The trouble is that these advertisers think that they can insert a few advertisements and then sit back and watch the orders flow in. Unfortunately, seldom does it happen that way. To make a success of selling by mail requires a persistency of effort and a brilliant follow-up that few advertisers are willing to give. After all the Henry Cobbs Citrus Santa Clauses and the Pinesbridge Farm Turkey companies are very rare.

**9. Fairs, Business Shows:** Many a product has been introduced at fairs and shows. The automobile is the



**INTRODUCTION BY TEAMWORK:** Sherwin-Williams adopted a somewhat unusual strategy when they introduced a new type of wall finish called Kem-Tone. Because they wanted to achieve nation-wide distribution as quickly as possible, they invited seven other paint companies to participate. All sold the product under uniform merchandising policies and under fair trade. Within one year Kem-Tone was handled by 600 jobbers, 50,000 dealers, and 300 department store outlets. Pay off in sales was immediate.





## The South has 1,477,000 electrified farms

FARM FAMILIES have countless uses for electricity, both in the home and on the farm.

Electrified farms are good customers for hundreds of products of the manufacturer of electrical appliances and equipment.

Electricity serves 3,771,000 U. S. farms, according to Electrical Merchandising's January estimate. 1,477,000 or 39% of these electrified farms are in the 14 Southern states. During 1947 alone, the South gained 34% in number of electrified farms, as compared to a gain of only 5%

for the remainder of the country.

Farm electrification is only one phase of the rural South's phenomenal growth as a market. Farm families of the 14 Southern states are breaking records in adopting better farming methods, increasing income and savings and buying all types of consumer goods.

Such progress attracts alert sales-minded advertisers. That's why The Progressive Farmer has made the greatest advertising lineage gain of any monthly farm magazine in the U.S. during the last three years.



Advertising Offices: BIRMINGHAM, RALEIGH  
MEMPHIS, DALLAS, NEW YORK, CHICAGO  
Pacific Coast: Edward S. Townsend Co., San Francisco, Los Angeles

APRIL 1, 1948

most conspicuous example. It is generally conceded that the Automobile Show played a major part in popularizing the automobile to the American public.

Scores of trade shows of different kinds are held throughout the country each year. At these affairs numerous new products receive their initial kick-off. For instance, as this is being written, the annual Toy Fair is being held in New York City. Hundreds of new toys are unveiled at this event each year. In this industry the Fair is regarded as the best place and the best way to introduce a new toy. Large attendance indicates extent of buyers' interest.

#### 10. Established Product Sponsors

**New Product:** It is a common practice to let the company's established product usher the new product into the market. This is done in a number of fields.

For example, on the top of the current Barbasol Shaving Cream package, there is a notice promoting the company's new product, Barbasol Lotion Deodorant. The notice concludes with this statement, "Sold where you bought this Barbasol."

And the Andrew Jergens Co. is offering a 25-cent package of its new Dryad Deodorant free with a 50-

cent bottle of Jergens lotion. Helena Rubinstein, Inc., has a special combination offer which gives the buyer a jar of Pasteurized Face Cream and a jar of Novena Night Cream at a special price. In these cases the buyer gets the new product free or at a special price when he buys the old product.

Often a company with a well established, respected name lets its name carry the new product into the market. The De Laval Separator Co. is doing this right now with its De Laval Speedway Food Freezer. This is an effective way of introducing a new product, provided the advertising is backed up with adequate sales follow-through.

#### 11. Getting Manufacturers to Job

**Your New Product:** There is a tendency for manufacturers to job products that they do not themselves manufacture. This is done for various reasons: to fill in lines, to give salesmen more to do, to make more economical operation possible.

There are many arrangements of this kind in existence. For instance, United States Plywood Corp. has recently arranged to distribute a surfacing material for Breinig Brothers, Inc., paint manufacturers. American Seating Co. distributes school sup-

plies along with goods of its own manufacture. And believe it or not, General Foods is a jobber for National Biscuit on one product. It jobs Nabisco Shredded Wheat. Shredded Wheat is one of the individual service packages included in the Post-Tens line.

However, the maker of a new product might have difficulty to get big concerns to job an unknown article. However, if the new product serves an obvious usefulness, it may be possible to make such an arrangement.

**12. Licensing:** If the sponsor of a new product can license it to other manufacturers, he will save himself a lot of grief in building his own market. Licensing arrangements are fairly common, although it must be admitted that few products or processes lend themselves to this type of marketing. D.D.T., the insecticide, is licensed to a number of large producers. It is an example of the kind of product that is appropriate for licensing.

#### 13. Shall You Sell Your Machine or the Product That It Makes?

The inventor of many a machine has been confronted with this question. There are several big industries that started with the invention of a machine. Had the inventor tried to market his machine rather than the product which it manufactured, it is hard to say what would have been the fate of these industries.

The inventor of the machine for shredding wheat is a case in point. He fooled around for several years trying to market his machine. Not until a company was organized to make Shredded Wheat, and not a wheat shredding machine, did the business begin to go places.

#### No One Answer

**Conclusion:** Finally we are led to the conclusion that there is no one best way to sell a new product. Actually, there are scores of ways to sell a new product, all of which may be good ways under certain given conditions.

In some other cases several of these ways might be successfully used at the same time. Different ways can be used in different fields and in different territories and under different situations. It all depends on what the preliminary analysis reveals, on what competition is doing, what the trends are in the field being entered, and what the experience of other manufacturers with similar new products has been.



*"I've just been made distributor for that wonderful American parfum, 'Night in Indiana'!"*

# Works in five states ...home every night



**S**UPPOSE your business were spread out over Missouri, Illinois, Kansas, Iowa, and Kentucky. Five big states. And suppose you had to travel constantly around that area—like the top men working for the Missouri Insurance Company. Using ordinary transportation, you'd live

out of your bag, and see your home once a fortnight, if you were lucky.

President H. G. Zelle and his associates got tired of doing that, so the firm bought a Bonanza. "With it," he says, "we are no more than 2½ hours from our most distant office. Trips formerly requir-

ing several days can be completed in comfort and without fatigue *in one day*."

Economy? Operating cost as low as 1¢ per passenger mile! Of a recent trip, Mr. Zelle says: "Fare by other means would be about \$47 for myself and son. Fuel and oil cost by Bonanza—\$6.80."



A note on your company letterhead will bring an informative brochure on "The Air Fleet of American Business." Write today to Beech Aircraft Corporation, Wichita, Kansas, U. S. A.

Top speed, 184 mph; cruising speed, 172 mph; range, 750 miles

**BEECHCRAFT**  
**BONANZA**  
MODEL **35**

**BEECHCRAFTS ARE THE AIR FLEET OF AMERICAN BUSINESS**

APRIL 1, 1948



# PRACTICAL BUILDER

OFFERS **\$2500<sup>00</sup>** IN Prizes

## FOR THE BEST IDEAS FOR THE "TRUE ECONOMY HOUSE"

Designs to embody the best ideas for the economical utilization of materials and methods—to achieve lower costs at no sacrifice in quality.

### PURPOSE OF THE CONTEST:

To stimulate thinking and action in the direction of providing America with quality home construction and design at the lowest possible cost. The editors of PRACTICAL BUILDER believe that the building industry has the tools, materials and ingenuity to meet the great need for an "Economy House"—a good, substantial home priced to fit the average local weekly paycheck.

We believe that no new inventions are necessary—that the problem can be solved without any revolutionary manufacturing or building techniques. We think a new approach to the design problem, with new ideas, based on materials and equipment now available, plus the utilization of economies inherent in modern materials and techniques can produce the true "Economy House."

But, the benefits will not stop here. Inevitably these ideas and economies will find their way into higher priced homes, also.

Ideas submitted must embody sound construction and employ practical methods. They need not be in accord with any building code, FHA restrictions or labor practices. The ideas probably will not be in use today, even though the materials are. The house submitted may be "minimum" but cost reductions should not be achieved by omitting essential features or merely reducing the size.

The rewards to the winners are more than monetary. There is national recognition for the winners, with national publicity. There is personal glory and pride of achievement which cannot be measured in dollars.

### LIST OF PRIZES

A total of \$2,500 will be awarded by PRACTICAL BUILDER on the following basis:

First Prize	\$1,000.00
Second Prize	500.00
Third Prize	250.00
Fourth Prize	150.00
Next Two Prizes, Each	125.00
Next Three Prizes, Each	100.00
Tenth Prize	10.00

In case of a tie, duplicate awards will be made.

### RULES OF THE CONTEST

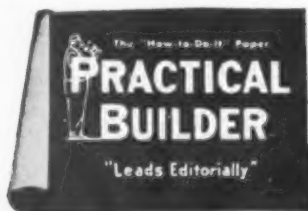
1. This competition will continue until midnight, September 15, 1948.
2. The competition is open to anyone in the building industry except employees of Industrial Publications, Inc., publishers of PRACTICAL BUILDER, members of the PB Staff, and members of their families.
3. Entries must be submitted in the form of outline house plans with construction details, where necessary, of the important contributions to cost savings. You need not submit an idea for a wholly new kind of house, but the idea you do submit should be incorporated in a definite house design.  
Entries should be accompanied by an explanation of the idea or ideas submitted telling also why and how you think it will result in cost savings not to exceed 500 words.
4. While drawings, sketches and descriptive material need not be in

finished form, they must be in such condition as to convey the ideas clearly and quickly.

5. All entries must be postmarked not later than midnight, September 15, 1948. Entries to be returned must be clearly so marked and accompanied by sufficient postage to defray costs.
6. The decision of the judges is final. Awards will be made upon official announcement of the winners in the December, 1948, issue of PRACTICAL BUILDER.
7. In case of a tie, duplicate awards will be made.
8. All winning entries become the property of PRACTICAL BUILDER.
9. PRACTICAL BUILDER reserves the right to purchase at regular rates for publication any entries which do not win an award.
10. PRACTICAL BUILDER reserves the right to use any of the entries in any news releases, announcements or promotional work it chooses, giving proper credit to the contestants who submitted that idea.

### TO ADVERTISERS AND AGENCIES

Any person, manufacturer, or advertising agency whose client sells to the building field, has a big stake in the ultimate value of this contest. Talk up the contest—tell your friends in the industry about it—show them this announcement.



The HOW-TO-DO-IT Magazine  
Serving the Building Industry

**PRACTICAL BUILDER**  
5. South Wabash Ave.  
CHICAGO 3, ILL.

### JUDGES OF THE CONTEST

The following nationally-known leaders in the building industry will serve on the Jury of Awards.

HENRY K. HOLSMAN Holsman & Holsman & Klekamp, architects Chicago	NICHOLAS F. MOLNAR, builder Cleveland Ohio
WM. H. SCHEICK, Director Small Homes Council University of Illinois Urbana	DAVID S. MILLER, President Producers' Council Washington, D. C.
LAURANCE H. MILLS, President Mills & Sons, Inc., builders Chicago	MRS. MAXINE LIVINGSTON Family Home Editor Parents Magazine New York City

SALES MANAGEMENT

# How to Get the Facts for Efficient Media Selection

BY RICHARD D. CRISP • Director of Market Research, Tatham-Laird, Inc.

Few advertisers apply marketing research in one major area of advertising expense — purchase of advertising media. Mr. Crisp suggests a four-step approach for measuring ability of a specific medium to sell a specific product.

Today the high cost of advertising is a major problem for most companies. Almost every cost covered by your appropriation has climbed in price. Run through the list—publication space, artwork, printing and paper, mechanical expense, radio talent. All cost much more today than they did just a short time ago.

The advertising manager finds himself in the same position as our customer, the consumer. Like the consumer, we can no longer afford everything we would like to buy. Like the consumer, we must now spend our money with greater care. We must *sharpen our tools for measuring the value we receive for each dollar we spend.*

Marketing research is an important tool for measuring the value you receive for every advertising dollar you spend. Through research, most advertisers can *deflate their advertising costs.* But no tool can make much

of a contribution until it is used. Market research is no exception. Few advertisers have used this important tool in one major area of advertising expense—in measuring the value received for a publication space dollar.

Here is an approach to this area which is simple and practical. It is an approach which is rich in the promise of increased advertising value. It is an approach which is particularly timely, since the high cost of white space is forcing a reconsideration of schedules and scheduling practice throughout advertising circles.

Rising space costs in most cases have not been matched by rising appropriations. Therefore, the high cost of a unit of white space forces us to choose between a number of unpleasant alternatives. We can sacrifice publications, and use a shorter list. We can sacrifice frequency. We can sacrifice impact, by cutting

down to less expensive space units. But any way you look at it, some sacrifice is likely to be necessary. Now put marketing research to work on your schedule, against that background of potential sacrifice.

## Why Problems Vary

Start by recognizing that for every advertiser, on every product, the problem is different. Every product requires individual study because *the market for every product is different.* When you measure those differences, and relate them to the characteristics of the audience of specific publications, you're on the way to increased advertising value.

Let's illustrate with a single household product. The brief checklist of questions asked and answered in the case of this product will illustrate the successive steps involved in relating the publications you are considering to the market *for your product.*

### 1. Do the families reached by the media buy your product?

This question, of obvious importance, can be answered by market research. There are important differences in the extent to which the audience of individual magazines use a given product. *Chart 1* illustrates the

Chart 1

#### PRODUCT USE BY MAGAZINE FAMILIES

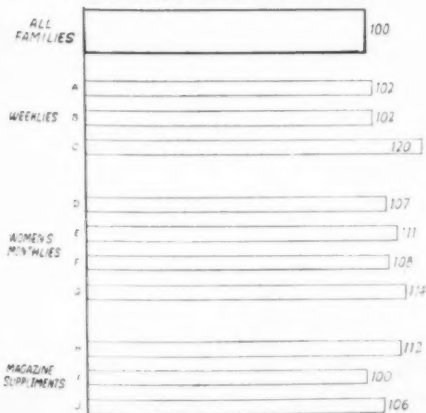
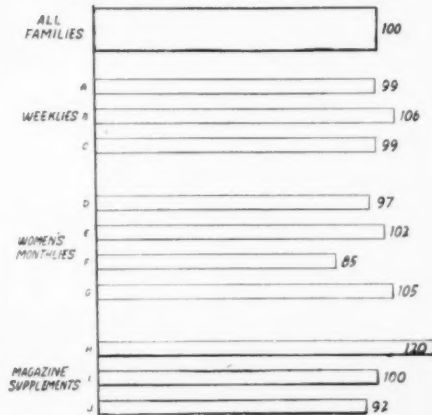


CHART 1: All families using the household product under study total 100%. But note wide variations among users in the three media groups.

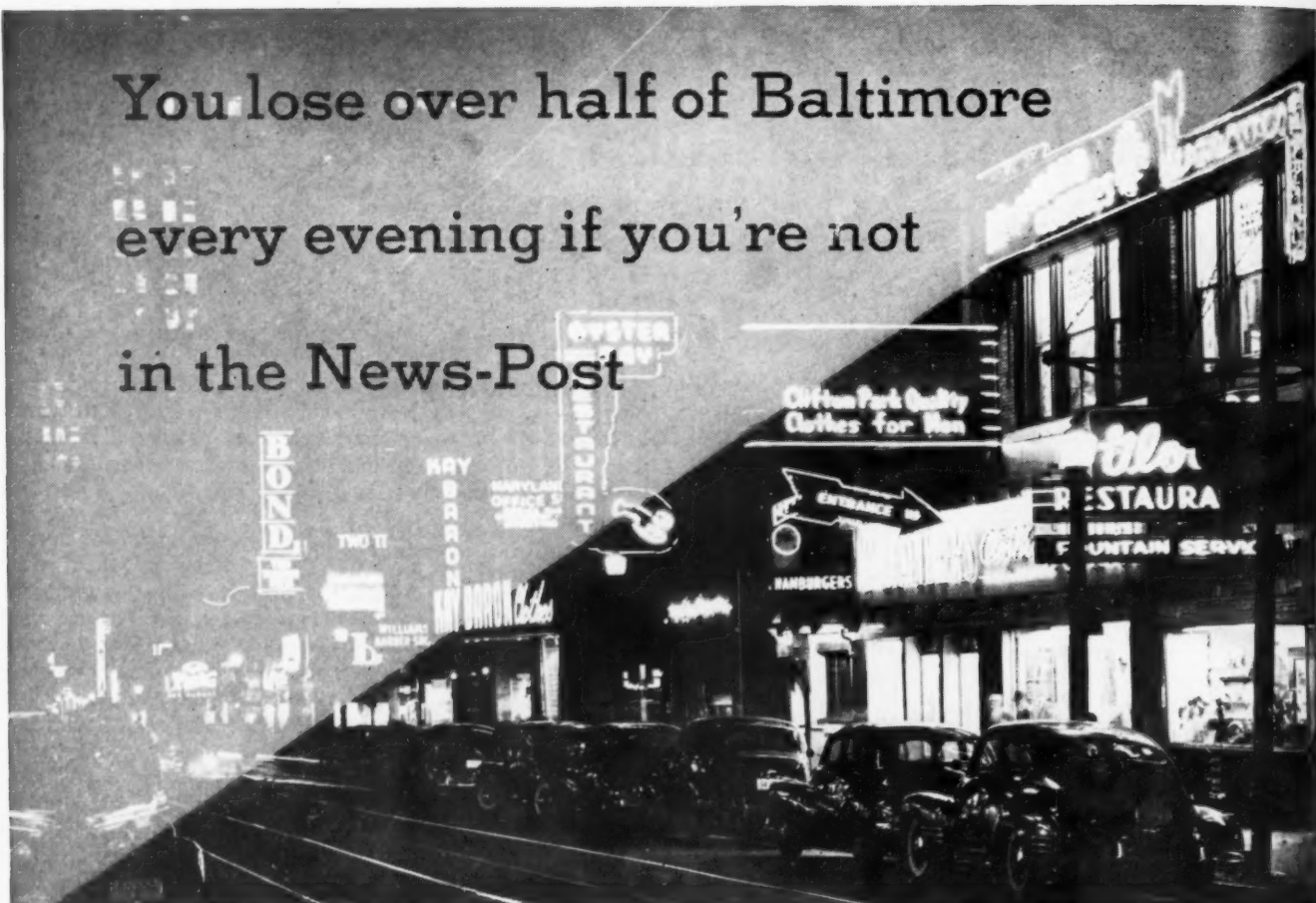
CHART 2: Consumer panel shows wide variations in quantities used by each family reached by the various publications. Chart 3 is on p. 55.

Chart 2

#### AMOUNT USED BY PURCHASING FAMILIES



You lose over half of Baltimore  
every evening if you're not  
in the News-Post



- The News-Post goes into 52.3% of Baltimore's 398,994\* City and Retail Trading Zone homes every evening.
- Right now, full sales volume in Baltimore is more important than ever, for effective buying income is up 43% since 1940\*\* and population up 25%\*.
- To be certain you're selling at full volume — make certain you're in the News-Post. It's your best bet, your biggest buy in Baltimore.

\*A.B.C. City and Retail Trading Zone based on Bureau of Census 1947 Report for Baltimore Metropolitan Districts.

\*\*Sales Management Survey of Buying Power, 1947.

1st in circulation in the 6th largest city

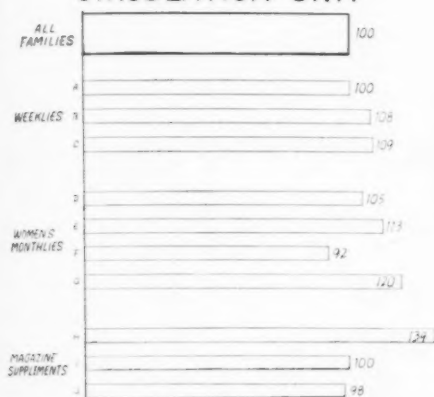
# Baltimore News-Post

A HEARST NEWSPAPER — REPRESENTED NATIONALLY BY HEARST ADVERTISING SERVICE



Chart 3

# POTENTIAL PER CIRCULATION UNIT



**CHART 3:** You get an eye-opening index figure when you put together statistics on how many families use how much of this household product.

answer uncovered by research on one household product. The proportion of *all* families using the product is used as a base of 100. Note that one of the weeklies had 20% greater product use than found among all families. The other two weeklies were delivering audiences in which product use was only slightly higher than among all families.

## 2. How much do the families use?

Through the consumer-panel technique, the *amount* of the product used by the using families reached by each publication was next measured. Again striking variations

emerged. These are illustrated in *Chart II*. Note that one of the women's monthlies delivered an audience in which the amount of the product consumed was 15% below the level of all families. One of the magazine supplements delivered an audience in which average-consumption - per - family - using was 20% higher than the all-family average.

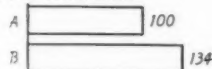
## 3. What is the potential for your product per circulation unit?

When you put together the *how many* and *how much* figures for each magazine, the result is an index of the potential which each magazine

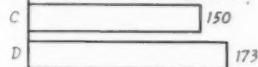
Chart 4

# POTENTIAL PER SPACE DOLLAR ON A HOUSEHOLD PRODUCT

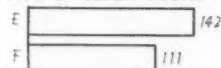
## TWO WEEKLIES



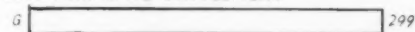
## TWO WOMEN'S MONTHLIES



## TWO "SHELTER BOOKS"



## ONE MAGAZINE SUPPLEMENT



WEEKLY "A" = 100

**CHART 4:** By applying the potential per circulation unit in Chart 3 to each medium's total circulation you can estimate the total dollar value of consumer potential being delivered by the individual medium for your own product.

THE CHEMICAL MARKET AUTHORITY  
SINCE 1871



# OPD

READERSHIP GIVES ADVERTISERS BUYER AUDIENCES

HERE'S WHY THE RESPONSE IS IMMEDIATE

NEWS FORMS CLOSE

# 4 PM FRIDAY

— PAPER DELIVERED

# MONDAY AM

OVER 11,000 COPIES

To People who BUY Chemicals and related materials

No Chemical business is fully exposed to buyers on Purchasing Boulevard when its ad misses an issue of OPD.

Make sure OPD gets all the news you want chemical buyers to know about your products, prices, facilities and personnel.



# Oil, Paint and Drug Reporter

Schnell Publishing Co., Inc.  
59 John Street, New York 7

Cleveland 22  
H. G. Seed, 17717 Lorond Blvd., Long. 0544

Los Angeles 14  
The Robt. W. Walker Co., 684 S. Lafayette Park Pl., Drexel 4388

San Francisco 4  
The Robt. W. Walker Co., 68 Post St., Sutter 1-5568

The fastest market service in chemicals purchasing for 1948. Every week's roundup of chemicals news from seller to buyer in One Business Hour.

offers per unit of its circulation. Chart III illustrates the variations found between publications in the potential they represented on the household product which is being used as an illustration.

#### 4. What is the potential for your product, per space dollar?

Then we move into pay dirt. We apply the potential per circulation unit to the total circulation of each publication. The answer is the *total potential market* which the audience of that magazine represents.

Suppose that the figures on your product were \$1,000 per year for each 1,000 families reached by a particular publication. Then if that publication's circulation were 2,000,000 copies, the total potential delivered by that publication would be \$2,000,000 in consumer purchases of your product.

When you determine just how big a market for your product the audience of each publication represents, you're coming down the home stretch. Divide that potential for your product by the space cost of the

publication. The answer is the *potential per space dollar* which each publication offers you.

Chart IV illustrates what tremendous variations exist between publications in this respect. Using one weekly as 100, we find that the second weekly offers a 34% larger potential market for this household product for each space dollar. The two women's monthlies illustrated offer 50% and 73% more potential volume on this product, per space dollar, than the first weekly. The "shelter book" pattern is a surprise. One of the two shelter books offers a far smaller potential per space dollar, than either of the women's monthlies. The "joker" here is the space rate. A publication can price itself out of its market, just as a product can. On this product, one of the two shelter books is too expensive. Contrast that with the audience per space dollar delivered by one of the magazine supplements—almost *three times as many dollars' worth of market*, per space dollar, as one of the two weeklies!

This approach to media evaluation is not likely to be very popular among publications themselves. They are media, for advertisers; but they are also products in themselves. They can price themselves out of the market, too. A single book may be a fine value for one product, and a lemon for another.

Some space-buyers may also shy away from this, and call it a "slide-rule" approach. I am not suggesting that they substitute a slide-rule for their executive judgment. Instead, I'm trying to suggest a *supplement* to their judgment, which they can use to get more advertising per dollar.

## Electric clocks—a pick-up for your sales



Pepsi-Cola stimulates demand right at the point of sale with Telechron Advertising Clocks. The large, illuminated dial catches the eye of buyers every hour of the day.

That's a big advantage of Telechron Advertising Clocks. They are not discarded like other point-of-sale pieces. They stay bright and attractive year after year, getting attention for your name, trade-mark, slogan or sales message.

You can't beat them for economy. A clock costs you less than a dime a month. And you can recapture even this with a self-liquidating promotion.

Telechron electric Advertising Clocks come in many dial patterns and colors. And they're available in all standard voltages and frequencies. Precision building and exclusive Telechron oiling system assure low-cost, trouble-free service. For free descriptive folder, write the Special Clock Division, Dept. N, Telechron Inc., Ashland, Massachusetts.



### Engineering Simplified

A booklet—both compelling and unique because of its very simplicity—is serving as an introduction piece for the new Yale Compact Door Closer.

Prepared by Meade Johnson, general sales manager, Stamford Division, Yale & Towne Mfg. Co., it is titled "The Inside Story . . . Let's Find Out." While it deals with such a subject as the construction and operation of a closure device, its contents may be grasped by the least technical-minded. A "primer" style or step-by-step presentation is achieved by the use of cartoons and drawings and the briefest of "plain language" captions.

SALES MANAGEMENT

# Meet the folks on POPULAR STREET

*If you're not selling Popular Street,  
you're missing something!*



**P**opular Street is a winding dirt road that branches off at Colonel Tierney's estate and ends at the Jackson farm... Popular Street is a two-lane concrete highway that passes small town city halls and skirts the veterans' quonset huts, where Nick and Rosa Martinelli live...

Popular Street is studded with stop lights... it's played in by children and scrubbed by street cleaners.

12,750,000 people live on Popular Street\*... They're people you should know... because they can help you in your business.

## Who are the people of Popular Street?

Take Colonel Tierney, for example. Runs two cars, drinks Pepsi-Cola, owns a lumber mill, likes to relax with light, exciting literature in the evenings. Reads *ADVENTURE* and *ACE HIGH* from cover to cover.

The Jacksons run a small successful farm. Up at dawn, supper at 5:30. Saturday they drive their new Chevy to town. After Martha is finished



Martha Jackson

at the super-market, she heads for the newsstand... picks up a copy of *RAILROAD MAGAZINE* for Sam (he's been reading it for 25 years), the latest issue of *ALL*

*STORY* for herself.

The Martinellis finally found a temporary home. Nick's doing fine at the machine shop. Part of every pay check is saved... they want a home of their own. They buy little

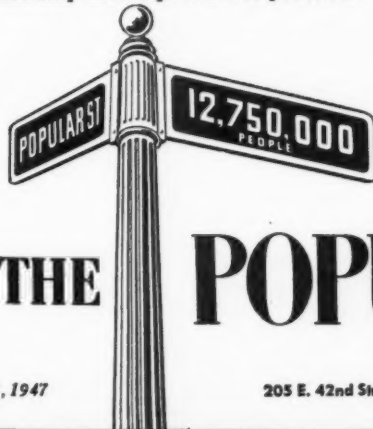
luxuries for the baby, few for themselves. They spend a quarter each for *SPORT NOVELS* and *LOVE BOOK*, though. Fun to read, even in a quonset.

## The pockets of Popular Street jingle with money

These are some of the 12,750,000 folks who live on Popular Street. They're young to middle-aged... have better than average incomes. They're the most wanting and buying group in America. From the advertiser's standpoint, they're an unexploited gold-mine... 12,750,000 people bound together by their preference for "special-interest" fiction... a market reached only through the 25 magazines of *The Popular Fiction Group*.

Today, farsighted advertisers are becoming aware of this vast market... are climbing aboard the Popular bandwagon. Bromo-Seltzer, Calvert, Gillette, Lifebuoy, Motorola, Prestone, Republic, R.K.O., Simoniz, Wildroot, Winchester, have joined the parade.

These and other advertisers are obtaining the position that assures as close to 100% observation and readership as it is possible to provide.



Reason: In *The Popular Fiction Group* even quarter-size page advertisements are placed alone on an editorial page. The sales message is seen and read.

## Prices on Popular Street are less than you'd think

In this day of rising space costs you might think that reaching such a prize market would be exorbitant... but you'd be wrong. You can sell Popular Street with full-page ads every month for \$28,800 a year... a quarter-page campaign costs only \$7,200. You can talk to every family on Popular Street for 1/2 to 1/3 the cost of an ad in other leading mass circulation magazines.



Rosa Martinelli

With space rates skyrocketing, here's a medium to solve the problem of wide coverage on a limited advertising budget.



Colonel Tierney

For all of the important, but little-known facts on this fourth largest magazine market, write today for your copy of the "National Audience Study of *The Popular Fiction Group*," conducted by Stewart, Dougall & Associates. It shows why Popular Street is a straight road to lower marketing costs.

\*National Audience Study of  
*The Popular Fiction Group*  
Stewart, Dougall & Associates, Report of August, 1947

205 E. 42nd Street, New York City • 333 N. Michigan Ave., Chicago, Ill.



# Promotion

## Farm Publications—Continued

The Continuing Study of Farm Publications, conducted by The Advertising Research Foundation in cooperation with The Agricultural Publishers Association, has completed its study (number four in the series) of *Wallace's Farmer and Iowa Homestead*, issue of September 20, 1947. Some interesting facts emerged. The publication, with a circulation of 273,730, accumulated 480,000 readers within 14 days after publication of its September 20th issue and obtained a high readership from both men and women. Results of the survey—a 100-page report—determined that the publication had 800,000 persons, 12 years of age and over, among its subscriber families. Editorial illustration attracted more readers, in the surveyed issue, than other type of material. And 95% of the men and 72% of the women read one or more general display advertisements. For a copy of the study, write The Advertising Research Foundation, 11 West 42nd Street, New York 18, N. Y.

## All About Atlanta

A small booklet, but crammed with information, is "Facts in Figures About Atlanta." It was prepared by The Industrial Bureau of the Atlanta Chamber of Commerce. Atlanta, says a foreword to the booklet, is the commercial, industrial and financial dynamo of the Southeast. For this reason alone the booklet is a necessary tool for studying the South. In the booklet is a wealth of information on population characteristics, automobile and truck registrations, postal receipts, building permits, bank clearings, etc.

## Glamour Jumps

*Glamour*, a Conde Nast Publication, jumped its circulation, in a year, by better than 175,000. Circulation rose from 378,219 to 557,994. This growth prompted the publication to make a "reader identification" survey, designed to determine who its readers are . . . what they do . . . what they own . . . what they buy. Some 4,000 alphabetically-picked subscribers in 156 cities were sent questionnaires. From these 31% answered. It was discovered that 83%

of the readers are in their 20's and 30's, 97% went to high school and 47% went to college. About half of them are married. Better than half are working girls. Average weekly incomes: \$48.82 for unmarried readers; \$118.37 for married readers (joint salary of husbands and wives). Write William C. Stowell, business manager, *Glamour Magazine*, 420 Lexington Avenue, New York 17, N. Y.

## KMA's Market Book

KMA, Shenandoah, Iowa, thinks its new Coverage and Market Book is the most comprehensive rural radio study ever made. In it you'll find three, instead of the usual one, methods for measuring market value and audience effectiveness: (1) complete BMB reports; (2) telephone coincidentals; (3) an "unprecedented study of audience commercial mail." The station bills itself as "The Nation's No. 1 Farm Station and the Nation's No. 1 Farm Market." Copies of the booklet are available from the station.

## Oklahoma

Want facts and figures on Oklahoma's population, distribution facilities, industrial sites, etc? Dr. Leonard F. Shearer, director, Industrial Survey, Chemical-Engineering Bldg., Oklahoma A & M College, Stillwater, can provide you with a booklet, "Factors favoring business expansion in Oklahoma."

That Kansas City ballot-box may develop into a Pandora's Box by 1948.

## The Farmer Again

One of the biggest, most comprehensive farm studies issued this year is by *Country Gentleman*. It's a Farm Market Data Book; contains editorial matter as background for studying the report, and two pages of United States Summary tables. Each county in each state in the country is broken down by C.G. circulation, annual income by farms, tractors, trucks. This one is a farms having automobiles, electricity, "must" for farm market researchers.

## Los Angeles

The Business Research Division of *Los Angeles Herald-Express* has a series of interesting market data sheets. One covers Industrial Characteristics, another the Economic Characteristics, etc. They provide sound factual material, figures, charts for studying this important market.

SALES MANAGEMENT



**"I see they're advertising in our  
STATE JOURNAL NOW.  
YES, THEIR PRODUCTS  
ARE ALL RIGHT."**

LOCALLY known is locally accepted—there's no getting away from this universal tendency, whether you're tapping the purchasing power of the general public or of professional men in the higher income brackets.

Besides, your sales messages in the State Journals will travel in good company, alongside the accepted advertising of fine medical products AND consumer merchandise for a CLASS A market.

Through their nationwide hookup, the 34 State Medical Journals (serving 42 states) save you time and costs too . . . put you into as many state territories as you choose with ONLY 1 CONTRACT, 1 COPY JOB, 1 SET OF ORIGINAL PLATES (per insertion), and 1 MONTHLY STATEMENT.

**STATE  
JOURNAL  
GROUP**

**34 JOURNALS  
COVERING 42  
STATES**

**COOPERATIVE MEDICAL  
ADVERTISING BUREAU**

**OF THE AMERICAN MEDICAL ASSOCIATION**

**535 N. Dearborn St.**

**Chicago 10, Ill.**

ALABAMA, Journal of Med.  
Assn. of  
ARIZONA Medicine  
ARKANSAS Med. Society, Jour-  
nal of  
CONNECTICUT State Med. Jour-  
nal  
DELAWARE Med. Journal  
DISTRICT OF COLUMBIA Med.  
Annals of  
FLORIDA Med. Assn., Journal of  
GEORGIA, Journal of Med. Assn.  
of  
HAWAII Med. Journal  
INDIANA State Med. Assn. Jour-  
nal of  
IOWA State Med. Sec. Journal of

KANSAS Med. Soc., Journal of  
KENTUCKY Med. Journal  
MAINE Med. Assn., Journal of  
the  
MICHIGAN State Med. Soc.,  
Journal of  
MINNESOTA Medicine  
MISSOURI STATE Med. Assn.,  
Journal of  
NEBRASKA State Med. Journal  
NEW ENGLAND Journal of Med.  
(Mass., New Hamp.)  
NEW JERSEY, Journal of Med.  
Soc. of  
NEW ORLEANS Med. and Sur-  
gical Journal  
NORTH CAROLINA Med. Journal

NORTHWEST MEDICINE (Ore-  
gon, Washington, Idaho &  
Alaska)  
OHIO State Med. Journal  
OKLAHOMA State Med. Assn.  
Journal of  
PENNSYLVANIA Med. Journal  
ROCKY MOUNTAIN Med. Jour-  
nal (Colo., Utah, Wyo., New  
Mex., Mont.)  
SOUTH CAROLINA Med. Assn.  
Journal of  
SOUTH DAKOTA Journal of Med.  
TENNESSEE State Med. Assn.,  
Journal of  
TEXAS STATE Journal of Med.  
VIRGINIA Med. Monthly  
WEST VIRGINIA Med. Journal  
WISCONSIN Med. Journal

# Bon Grussing Knows His Eggs!



*Bon Grussing, advertising manager of the Minneapolis Moline Power Implement Company, is famous among his friends for his scrambled eggs, whipped up for Sunday morning breakfast, or a late snack when friends drop in. While Grussing's recipe—given elsewhere on this page—is for a special dish, remember that eggs appear on almost every American breakfast table the year around.*

That's what makes the egg industry such an important one. Last year, AMERICAN POULTRY farmers received \$1,479,981,000.00 spot cash for eggs. In addition, they have received another \$1,641,059,000.00 for poultry, making a total cash income of more than THREE BILLION DOLLARS.

One publication effectively reaches this great market—AMERICAN POULTRY JOURNAL. 92.8%, the circulation of AMERICAN POULTRY JOURNAL is concentrated in areas which produce 85.3% of egg production.

A schedule in AMERICAN POULTRY JOURNAL will bring your story into more than 500,000 of these homes made prosperous by the every day breakfast EGG.

## How Bon Grussing Cooks His Famous Scrambled Eggs

Break six fresh eggs into a double boiler. Fold in one cup of cream. Do not beat. Cook slowly, stirring constantly. When eggs are about half done, add one package Philadelphia Cream Cheese, broken into bits. Just before removing from fire, add one jigger dry Sherry.

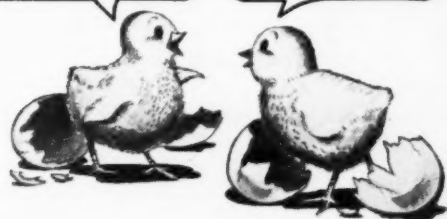
### Bon Grussing Says:

"We use the AMERICAN POULTRY JOURNAL to get good coverage of regular farmers who on the average farm well over one hundred acres at a comparatively low rate.

"From experience we have learned that these regular farmers, because of their interest in producing poultry and eggs, are good cash buyers with a regular cash income from month to month. We also realize that many of the farm women and older children do most of the poultry raising on the farm and since the wife and children are partners in almost every farmer's business, they have considerable influence on the family's buying habits. Therefore, we cover the farmer and the farmer's wife and their older children with the AMERICAN POULTRY JOURNAL."

"I have the biggest net paid circulation in the field."

"I carry more National hatchery advertising than any other magazine in the field."



Copyright 1948, American Poultry Journal

# AMERICAN POULTRY JOURNAL

536 So. Clark St., Chicago 5, Illinois

#### Advertising Representatives

New York—  
A. B. McClanahan Co.  
295 Madison Ave.  
Ph. Lexington 2-1234  
Detroit—Hil. F. Best  
131 W. Lafayette St.  
Phone Randolph 7298

Minneapolis—J. P. Maloney Co.  
1019 Northwestern Bank Bldg.  
Phone Atlantic 2229  
Los Angeles—  
Robt. W. Walker Co.  
684 S. Lafayette Pl.  
Phone Drexel 4388

# YOU CAN BE KING



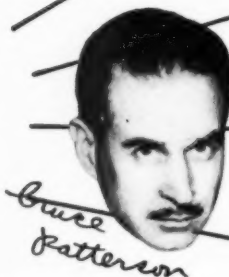
★

**NOWHERE ELSE** can you pick your markets — from 1 to 10 — exactly as you like.

**NOWHERE ELSE** can you sponsor such a star-studded cast of writers and artists.

**NOWHERE ELSE** is advertising so limited to assure spotlight visibility.

**NOWHERE ELSE** does such magnetism of local entertainment news draw people to your advertising.





# EVERY SUNDAY IN PICTORIAL REVIEW

where a Court of World-Famous Artists and Writers  
*Builds Audience for your Advertising*  
*... Sales for your Product*



Across the nation every Sunday, millions of American families turn to Pictorial Review for sheer reading enjoyment. And they find that enjoyment for Pictorial Review packs terrific talent from cover to cover.

Writers like Parsons, Pegler, Gallico, Evans — artists like Shermund, Stein, Soglow, Richter generate Pictorial Review's top readership. This star-studded talent creates the type of mood and background for your advertising that builds sales for your product.

That's why, in Pictorial Review your sales message commands a spotlight crack at six and a half million families — families who read ... families who buy! That's why Pictorial Review can turn on super-sales power for you.



Big Boy



Paul Gallico

*In Over 6 1/2 Million  
Homes from Coast to Coast*

## Pictorial Review

COVERING 10 MAJOR MARKETS THROUGH THE SUNDAY ISSUES OF

New York Journal-American

Detroit Times

Boston Advertiser

San Francisco Examiner

Baltimore American

Chicago Herald-American

Los Angeles Examiner

Seattle Post-Intelligencer

Pittsburgh Sun-Telegraph

\*Milwaukee Sentinel

(\*Milwaukee Sentinel represented for Pictorial Review only)

A Hearst Publication—Represented Nationally by Hearst Advertising Service

APRIL 1, 1948

# CAMPAIGNS AND MARKETING

## Chiquita's New Line

Chiquita Banana, popular star of United Fruit Co. radio jingles (re: the care and enjoyment of bananas), is creating another sensation. Throughout April, in a combined promotion by the Kellogg Co., Battle Creek, Mich., and the United Fruit Co., she sings the praises of Kellogg's Corn Flakes—with bananas.

By way of pointing up the 50th anniversary of the manufacture of its Corn Flakes, Kellogg is backing this tie-in promotion with an intensive one-month campaign. The advertising schedule, with April circulation figures, includes: Sunday comics, *Puck*, *Metropolitan*, and independent groups, 33,839,000; juvenile comics, 4,076,000; home economic publications, 365,000; national magazines, *Woman's Home Companion*, *Life*, *Look*, *True Story*, *Good Housekeeping*, *Farm Journal*, 22,205,000, plus an insertion in a May issue of *The Saturday Evening Post*. All of the advertisements carry the colorful figure of Chiquita. Also, the Kellogg's Corn Flakes premium of the month offers six Chiquita color "transfers" for one box top, plus 5 cents. The campaign is being handled by the cereal company's agency, Kenyon & Eckhardt, Inc.

Radio time on Tom Breneman's "Breakfast In Hollywood" will carry the promotion and this new Chiquita song will occupy United Fruit commercial radio spots:

I'm Chiquita Banana, now may I suggest

A way you'll like to eat Kellogg's Corn Flakes best.

Try 'em soon with sliced bananas of a golden hue,

For Kellogg's and bananas are so good for you.

Yes, they're light and good and tempting.

Almost any time of day—ay!

Fresh and crisp and full of flavor,

And a welcome labor saver.

For a breakfast, lunch or supper that will have your family shouting loud Hosannas,

Start serving Kellogg's crispy Corn Flakes with golden ripe bananas!

Garth Montgomery, who wrote the words for Chiquita's original rhumba, is a member of the Radio Department of Kenyon & Eckhardt, Inc., and is author of the new lyric. The singing for Chiquita is done by Monica Lewis.

In addition to the radio commercials, United Fruit promotes the tie-in with its home economics advertisements and minute movies.

Kellogg turns over the entire back panel of its Corn Flakes boxes to promotion of the decal offer and a copy

of words and music of the new Chiquita song. Also, the company's Variety Tray filler carries banana—corn flakes recipes as well as the Chiquita "transfer" offer.

Over 20,000 jobber salesman and important grocery buyers are receiving recordings of the new jingle. On reverse side Chiquita sings a very special song for jobbers and sales meetings. She underscores Kellogg's "tie-in that will sell 'em." In her inimitable rhumba rhythm she sings:

"When you see the grocers . . . tell 'em—

That my song is on each box, and when you take a peek at my decalomania . . .

You'll know why Kellogg's volume's growing . . . L. A. to Portland, Main—ia!

## Industrial Combine

Allis-Chalmers Mfg. Co. and the RCA Victor Division of Radio Corporation of America have jointly announced a new arrangement for the distribution of industrial electronic equipment. Allis-Chalmers, through its widely extended sales organization, will distribute RCA high frequency heating equipment and RCA metal detectors, in addition to its own regular line of electronic heating equipment. At the same time each of these companies will continue its research, engineering, manufacturing and other normal activities in the field of electronics.

The agreement brings together the electronic research and engineering experience of RCA and the wide industrial range and 100-year background of Allis-Chalmers to aid industry in the selection and application of high frequency heating equipment and electronic metal detectors.

Through the work done in the RCA laboratories in Princeton, N.J., and other development sections of the company, RCA has pioneered in the field of industrial electronics and, through its engineering and manufacturing facilities, has demonstrated the practical usefulness of gearing electronics to the needs of various industries.

Allis-Chalmers, well known throughout industry in this country, builds a wide range of power, electrical, mechanical and processing equipment. It, too, has had wide experience in electronics and brings into the arrangement its own line of high frequency heating equipment. The sales organization, maintaining continual contact with all branches of industry, is judged to be especially suited for distributing this new, extended line.



BALLADEAR, Chiquita Banana, sings on 20,000 records for sales jobbers and grocery buyers in combined April promotion by Kellogg and United Fruit Co's.

# 16mm. sound motion pictures — help your business in 3 basic ways

**AMPRO CENTURY 5**  
an economical ONE CASE projector  
embodying full Ampro quality

- ① employee training
- ② sales demonstration
- ③ consumer education

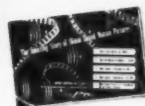


Tests prove people understand quicker, understand more and remember longer when they *see* and *bear* it on the screen. That's why alert business men use 16mm. sound films to develop skills, encourage company loyalty and demonstrate products and processes dramatically. That is why today, thousands of Ampro sound projectors are delivering *consistently* excellent performances for leading industrial concerns all over the world.

The Ampro "Century 5" sound projector has been especially designed for commercial use—for training or demonstrating to groups of 100 or less. It is a compact, one-case unit, so built that either half of the case can be used to raise the light beam over the heads of the audience and to permit the use of larger reels. It is an exceptionally *quiet-running* projector. Ampro quality is maintained in every detail, but all features not needed for its special purpose have been eliminated. That means real economy—and a price within the range of every budget. Before deciding on a 16mm. sound projector—be sure to see a demonstration of the Ampro "Century 5."

## Send for FREE Circular

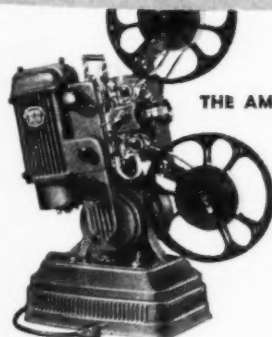
on Ampro 16mm SOUND Projector "Century 5" giving full specifications and prices. If you are interested in sound motion pictures send 10c for 16-page booklet, "The Amazing Story of Sound Motion Pictures." It dramatically illustrates the various steps in the recording and reproducing of sound on film.



\* Trade Mark Reg. U.S. Pat. Off.

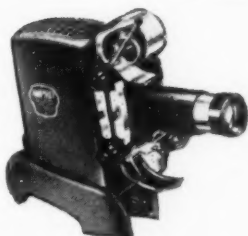
**we put more into it so that you can get more out of it**

A General Precision Equipment Corporation Subsidiary  
In Canada: Telephoto Industries Limited, 1195 Bay Street, Toronto



**THE AMPRO "IMPERIAL"**

16mm. Silent Projector. A rugged, dependable machine with an enviable record of performance in thousands of homes, churches, clubs and schools all over the world.



**AMPROSLIDE MODEL "30-D"**

for filmstrips and 2" x 2" slides.

Offers extra brilliant illumination, split-second interchangeability from slides to filmstrips and back—simplified, quick threading for filmstrips—and simpler focusing, operating and cleaning.

## AMPRO CORPORATION

2835 N. Western Ave., Chicago 18, Ill.

Please send me free circular giving full details about the Ampro 16mm SOUND PROJECTOR "CENTURY 5". I enclose 10c ☐ for a copy of the illustrated booklet, "The Amazing Story of Sound Motion Pictures."

I am also interested in:

- ☐ Amproslide Model "30-D" Projector  
☐ Ampro "Imperial" 16mm. Silent Projector

Name .....  
Address .....  
City .....  
State .....

APRIL 1, 1948



# WMBD

## dominates PEORIA AREA

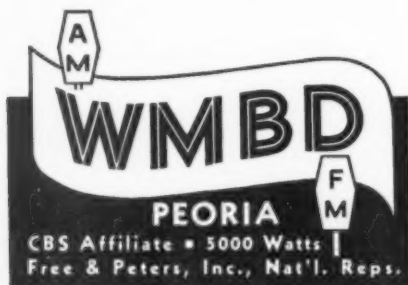


with  
**LIVE  
TALENT**

WMBD has a larger share of the audience than all other Peoria stations combined (Hooper Station Listening Index, Dec. '47—Jan. '48). One major reason for this dominance is LOCAL PROGRAMING with LIVE TALENT.

### 35

... FULL TIME personalities! Out of a total staff of 65, over half are exclusively talent and programing personnel. This personal touch in news, sports, farm information, women's programs, music and variety shows represents genuine community service. Combined with top-notch CBS features, it keeps WMBD "First in the Heart of Illinois."



## Keyed to Plant Expansion

Sloane-Blabon Corp., one of the country's oldest and largest makers of smooth surface floor coverings, will make its debut as a national advertiser in a large-scale campaign beginning this spring. The program is keyed to the company's current \$9,000,000 plant expansion and modernization program, designed to double production, and is part of the new sales and merchandising program adopted by the company.

"While our floor covering products have been widely distributed for over 60 years and are highly regarded by the trade and users," says Houlder Hudgins, Sloane-Blabon president, "this new advertising and sales program marks the first time we have undertaken to establish a nation-wide brand recognition for these products with the consuming public."

"The drive is also keyed to the growing demand for these floor and wall coverings, and in anticipation of the wider use of our products in the big building period ahead."

To help establish brand identification, consumer advertising will feature a new trade-mark created in the form of a scroll. Copy will emphasize beauty, color and design, as well as the quality, of Sloane-Blabon products, which include inlaid linoleum, felt base rugs and yard goods, asphalt tile, Koroseal tile and coving, and wall covering.

Individual insertions will introduce new floor covering color schemes and decorating suggestions for kitchens and bathrooms, and dominant use of illustrations will convey how ideas may be carried out.

The campaign will get under way with first insertions breaking this month. *Better Homes and Gardens*, *The American Home*, *House Beautiful*, *House & Garden*, *Country Gentleman*, *The Progressive Farmer*, the spring edition of *Small Homes Guide*, and a July issue of *Life* will be used. All advertisements will be one page in size and will utilize four colors.

## Hunt Foods Campaign

Hunt Foods, Inc., has allocated \$2,500,000 for its 1948 national advertising; only five years ago the company's advertising budget was less than \$90,000.

In addition to weekly color pages for Hunt's tomato sauce in *Life* throughout the year, bastioned by color advertisements in six other national magazines and in six business publications, spot newspaper campaigns are getting under way for

other products in the Hunt line, now expanded to 90 items.

Los Angeles newspaper advertisements on Hunt's raspberry and blackberry preserves, with bargain appeals at 27c and 19c respectively, have resulted in dealer sell-outs on both items, with disappointed housewives besieging both Hunt and local newspapers by telephone for names of stores where a supply remained, according to Don Barr, Los Angeles manager of Young & Rubicam, Inc., agency on the account.

Mr. Barr has disclosed that canned peaches will follow tomato sauce as the second item in Hunt's product-by-product campaign to achieve national distribution.

The "drop shipment" distribution



BORDERED by list of 2,500 modern canned products, and scheduled for *The Saturday Evening Post* in May, this illustration is second in series created for Can Manufacturing Institute by Benton & Bowles, Inc.

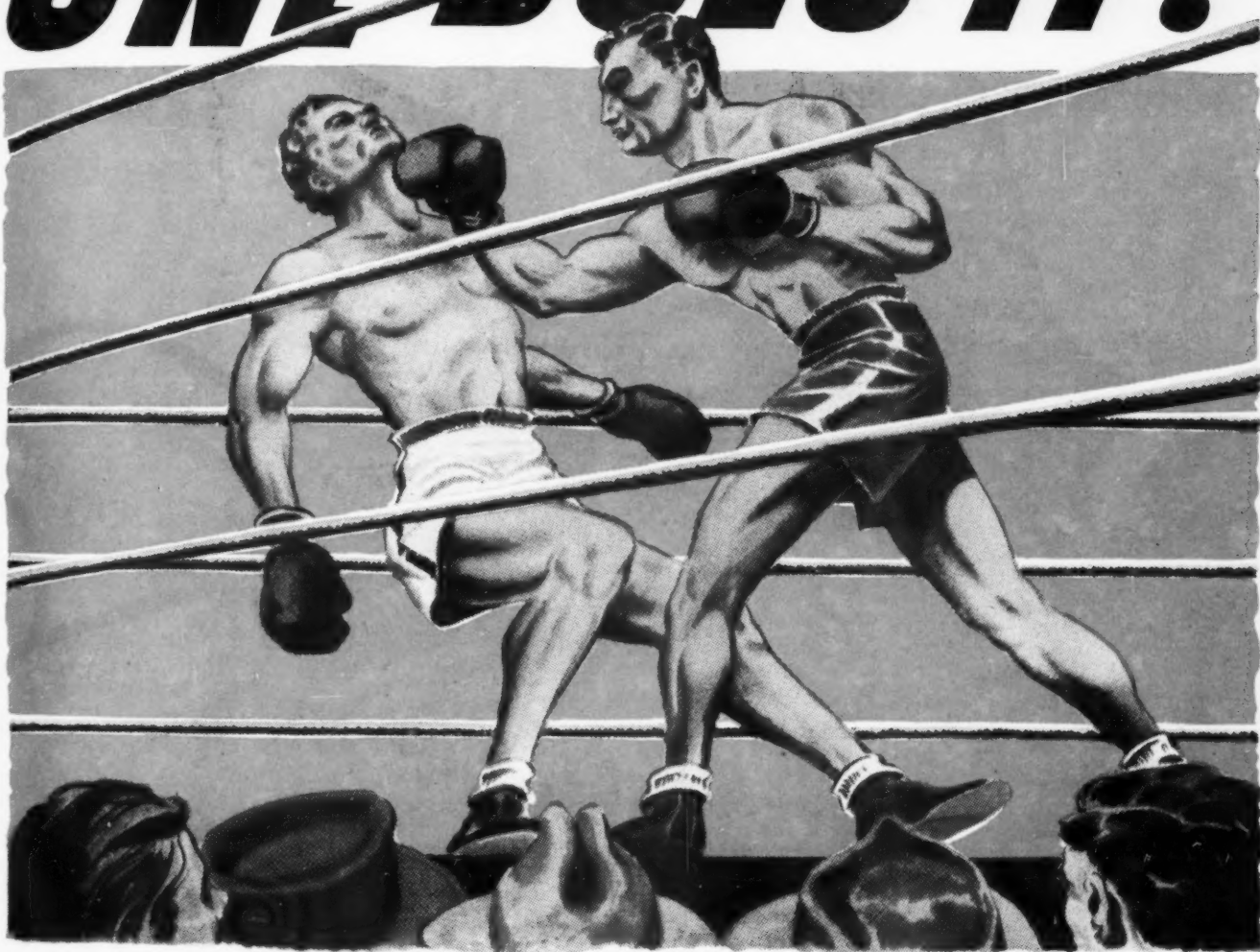
plan, pioneered by Hunt in the canned goods field, Frederick R. Weisman, president of the company, has pointed out, was previously used only by flour and soap companies. Hunt salesmen sell California retailers direct and company trucks make deliveries, with wholesalers handling only billing and collecting at an average 2% cash discount compensation. In the rest of the West plus Texas, Louisiana, Cuba, Puerto Rico and Hawaii, Hunt has its own district sales managers. In the East and Middle West it sells through brokers, retaining, however, only those who have no competitive accounts.

The sales volume of Hunt Foods, Inc., has risen from under \$10,000,000 in 1943 to over \$46,000,000 in 1947.

SALES MANAGEMENT

In the Big SEATTLE Market—

# ONE DOES IT!



Circulation now exceeds  
200,000 Daily      230,000 Sunday

## The SEATTLE TIMES

ONE PUNCH... "on the button"... can win the fight. In Seattle ONE newspaper delivers a knock-out punch for advertisers every day of the week. The SEATTLE TIMES is read in 3 out of 4 homes in the Seattle Trading area. Nearly 750,000 prosperous people live here! It's a BIG market... a GOOD market... an EASY-TO-SELL market because ONE DOES IT... The SEATTLE TIMES. You can't sell Seattle without The TIMES. You will sell Seattle with The TIMES alone.

Represented by O'MARA & ORMSBEE, INC., New York • Detroit • Chicago • Los Angeles • San Francisco

APRIL 1, 1948



A new and different service by River Raisin . . . as convenient as your telephone . . . a complete organization skilled in the creation and production of promotional and merchandising point of sale counter and window displays . . . from the basic idea to the finished display . . . *One Call for All.*



**RIVER RAISIN PAPER**



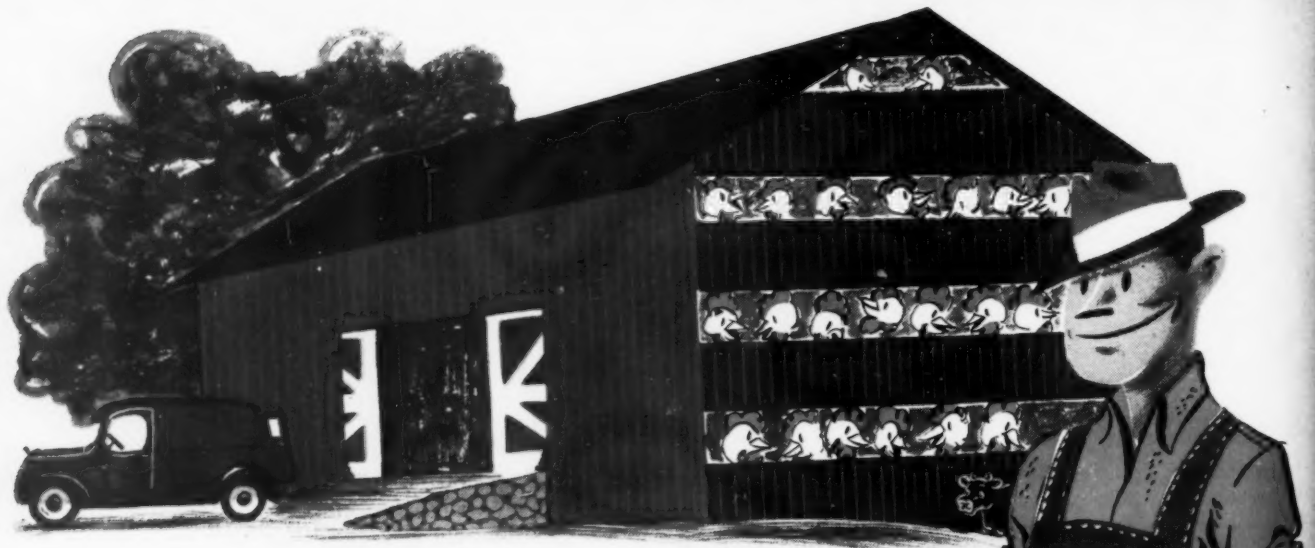
# Call for All



**COMPANY, DISPLAY DIVISION, Monroe, Michigan**

RIVER RAISIN PAPER COMPANY • CORRUGATED AND SOLID FIBRE SHIPPING CONTAINERS  
PACKING MATERIALS • FIBRE BOARDS • CORRUGATING STRAW • SILICATE OF SODA

APRIL 1, 1948



## Hotel...for HENS!

Big barns, needed when horses were prime farm power source, today have often been outgrown . . . gave Omar Smith, Hagerstown, Ind., the idea of more profitable utilization as hen hotels . . .

In Smith's barns, ramps were elevated to enter the second story, are used to deliver feed. Automatic water fountains completely eliminate carrying water. Fresh air comes from vent flues. As the hens lay, the eggs roll into gathering trays, reducing breakage, keep shells clean, aid collection.

Highly successful, Smith's hen hotels enabled him initially to expand his flock from 75 Leghorns to 2,000 high producing hens . . . later increased to 10,000 pullets as more barns were added . . . concentrate all work in a small area, save steps and labor, reduce time, make possible management of more hens per person, cut overhead, boost income.

Advertisers interested in the profitable farm market can profitably read "A Low Cost Hen Hotel," *SUCCESSFUL FARMING*, April, page 62.



**No men in white** . . . Robt. Gors, Bremer Co., Ia., buried \$4,000 in swamp . . . and no men in white put him in padded cell. His drainage investment paid off in double dollars . . . "Don't Buy Tile, Buy Drainage!" **page 24.**

**Synthetics save** . . . The average bull, on 95 farms in Mich. State study, cost \$214.11 per year for food, labor, interest, bedding, overhead, etc. . . bred 14.8 cows, 4.5 heifers, at a cost of \$11.09 each . . . more than the price of artificial insemination in most states . . . "Dairy", **page 184.**



**Most missed market** . . . Lightly covered by magazines and networks the best U. S. farm audience in the 15 Heart States is penetrated deeply only by *SUCCESSFUL FARMING* . . . with 1,200,000 circulation among the top farmers with richest soil, best brains, average gross income ('46 without gov't payments) of \$7,860—\$3,252 above nat'l farm average.

With savings of the seven best years, production and income at peak . . . SF readers are the best class market in the U. S. today. To make national advertising really national, you need this market and medium! Data and details, any office . . . *SUCCESSFUL FARMING*, Des Moines, New York, Chicago, Cleveland, Detroit, Atlanta, San Francisco, Los Angeles.





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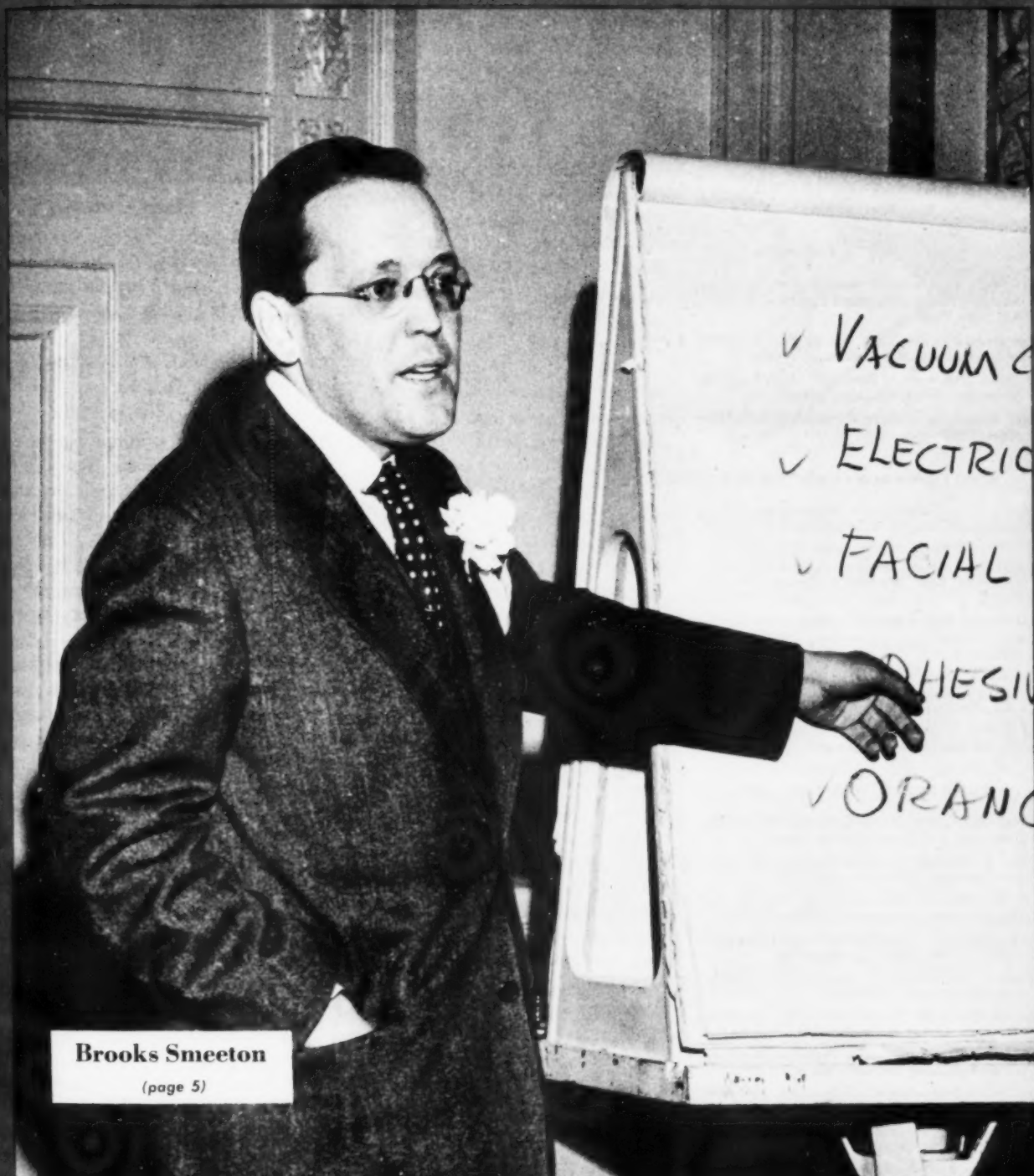
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# NFSE News



**Brooks Smeeton**

(page 5)

*Published Monthly by the National Federation of Sales Executives*

**Vol. II No. 7**

**April, 1948**

**The National Federation of Sales Executives**

Gothic Suite — Hotel Shelton  
Lexington Ave. & 48th St., N. Y. 17, N. Y.  
ROBERT E. HUGHES, Editor

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Western — G. J. Tleoulat — Manager of Sales, Crown-Willamette Paper Company, San Francisco, California.  
International — Roydon M. Barbour — Saturday Night Press, Toronto, Canada.

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R. J. Jones — District Manager, Pittsburgh Plate Glass Company, Oklahoma City, Oklahoma.  
James H. Carothers — Sales Manager, Hages, Limited, San Diego, California.  
Mitchell Heinemann — Vice-President, Jantzen Knitting Mills, Portland, Oregon.

**EDITORIAL**

**We Can't Fail**

There is nothing new about the responsibility of the sales manager to America. For years the prosperity of his company and of his country depended in large measure upon his success or failure.

During the last half century of America's growth the sales executive has been overshadowed by the production expert and the financier. Giant factories and great assembly lines are far more impressive than columns of dry statistics on sales volume. Our ability to produce a car a minute is more dramatic than our ability to sell a car a minute.

The public certainly did not recognize selling's role in our economy. Management was largely concerned with financing and production. Indeed, in many cases, the sales managers themselves were unaware of the part they played in the country's development.

It is, therefore, heartening when one of America's top management organizations goes on record as saying that "marketing is the most important business task today."

The American Management Association is made up of more than 10,000 companies and individual executives dedicated to "the practical solution of current management problems and development of the science of management . . ." The AMA recently completed a survey of more than 1,000 representative business firms of all sizes dealing in both industrial and consumer products. Their conclusion is that "marketing and selling, as a factor in business planning, has increased in many industries to a point where it is of greater importance than production or finance. Financing, purchasing, materials handling, production methods, warehousing, distribution and manpower utilization are being keyed more and more to the marketing function."

On each sales manager's shoulders rests the responsibility for his own particular operation. But through its member clubs, through its action committees, and through its services to members, the Federation is striving to help America's sales executives meet the challenge. This co-operative effort must succeed. The cost of failure is too great.

**LETTERS**



**HENRY L. PORTER**

*I say Now!  
Where, o' where has Henry gone,  
Where o' where can he be?  
With his hair cut short, and his tail  
cut long  
He's nobody!! Tis plain to see!  
Still here —  
Henry*

The above communication was recently received from Henry L. Porter. Attached to it was a picture and caption from page 4 of the February issue of the News. The picture showed NFSE Executive Director Bob Whitney addressing the recent Chicago Sales Congress sponsored by the Chicago Sales Executives Club. The caption identified Mr. Whitney and several others at the speaker's table, including Henry L. Porter. But examination of the picture showed that Mr. Porter was nowhere to be found.

NFSE News hastens to offer Mr. Porter its humblest apologies and to assure him that the omission was by error, rather than design. Under the pressure of a deadline the editor cropped the picture and sent it to the engraver without checking it against the proof for the caption.

For the benefit of its readers NFSE News herewith prints a picture of Henry Lee Porter, one of the Federation's most distinguished members. Mr. Porter is manager of the wholesale sales promotion department of the Standard Oil Company of Indiana. He is a former vice president of the Chicago Sales Executives Club and a past director of NFSE District 3.



# Board Meeting

## FEDERATION COMMITTEE CHAIRMEN REPORT PROGRESS TO DIRECTORS



PROUTY'S PRESENTATION — a woman's mind.

The third Board of Directors meeting of the current fiscal year was held at Chicago's Drake Hotel on March 1 and 2. Almost fifty NFSE directors, officers, committee chairmen and club officers heard progress reports on the current Federation program and laid plans for a further extension of NFSE activities.

With the administrative year now drawing to a close, the results of many month's work on the part of NFSE officials were apparent. Some committees, such as the Liaison under Al Haring, were able to report that their assignment had been completed and that they stood ready to assume new tasks. Many others, including Art Hood's "Selling as a Career" committee and Floyd Poetzinger's committee on the "Film Bureau and Index," reported that their duties would be largely completed in time for the coming NFSE convention.

One of the outstanding reports of the two-day session was made by D. A. Prouty of Philadelphia's Sales Managers' Bureau. Mr. Prouty, who is National Retail Sales Manager of the Scott Paper Company, presented a complete outline of the famed

"Philadelphia Plan," developed as an aid to promoting Selling as a Career among Philadelphia students. A detailed twenty point summary of the program was distributed and explained by Mr. Prouty. This summary will be mailed shortly to each NFSE member club.

Mr. Prouty then asked the Board members to assume that they were an audience of high school students, assembled to hear a talk on the general subject: "Selling as a Career." Using a large card presentation, Mr. Prouty pointed out to the "students" selling's role in our economy. He then showed the basic qualifications essential to a successful salesman, the opportunities open to salesmen, and the rewards which the profession offers. The presentation, which has already been widely given in and around Philadelphia, was enthusiastically received by all who heard and saw it. Although the original cost of preparation was paid by the Scott Paper Company, Mr. Prouty gave the Federation full rights for reproduction and distribution to affiliated clubs.

The success of Jack Lacy's Club

Extension Committee was apparent in the announcement that during the current year 17 new clubs joined the Federation. And, within the next few weeks, the committee expects to announce the formation of several more new clubs. Dramatic proof of the year's growth was offered by G. J. Ticoulat when he announced he had just received a telegram from Hawaii reporting the formation of the Honolulu Sales Executives Club. The charter presentation to the new club will be made in Honolulu during April by Mr. Ticoulat.

An exhaustive report on the possibilities of membership expansion was made by Morris Pickus, vice-chairman of the Extension Committee. As a result of a recently conducted survey, Mr. Pickus concluded that a tremendous membership potential existed in many clubs. Several clubs which have a constitutional limit imposed upon their membership fall far short of that limit. To aid clubs in expanding their rosters a comprehensive portfolio of suggestions and promotion pieces will be issued by Headquarters.

(continued on page 6)



**IN APPRECIATION** of his services, Harry Hoffman, left, retiring president of the Milwaukee Sales Managers' Association, receives a testimonial of gratitude on behalf of the members of the association. Seen making the presentation is William H. Gobeille, while Howard D. Valentine, speaker of the evening, and Leslie A. Falk, club vice-president, listen attentively. The testimonial was signed by the Board of Directors, who had worked with the president in the preceding year. One of the many noteworthy features of Mr. Hoffman's administration was the one-day sales clinic which included a panel of leading speakers and the well-known film on distribution, "Where Do We Go From Here?"



**SECOND ANNUAL SALES CLINIC** sponsored by the Davenport Sales Managers Bureau featured the large display board pictured at the left. Designed to show members the many benefits of affiliation with a strong National organization, the board prominently displayed samples of mailings received both from NFSE and the Davenport club itself. Another interesting feature of the conference was a large neon sign which stated the theme of the clinic, "Selling Is What It Takes." The sales clinic crowded into one day a round table discussion on selling, several outstanding talks, and an extensive question and answer session which permitted those attending the clinic to participate.

**MORRIS PICKUS** captures the attention of some top-flight speakers and officials who participated in the clinic. Shown here from left to right are: George B. Finch of the Jam Handy Organization; Mr. Pickus; Gene Flack; C. Walter Foltz, general chairman of the clinic; and Charles S. Stock, chairman of the Sales Managers Bureau. The audience of almost four hundred included Lloyd Bowie, Professor of Commerce at St. Ambrose College, and the 21 students in his salesmanship class who came as guests of the bureau. The speakers covered various specific phases of selling, ranging from the need for aptitude testing in selecting salesmen, to the use of visual aids in promoting sales.



**THE CAPACITY CROWD** which filled the Gold Room of the Hotel Blackhawk included representatives from twenty-nine cities, some coming from as far away as Rochester. Gene Flack, NFSE President, summed up the day's session at the evening banquet. Other speakers included J. Stevens Stock, Associate Editor of the Opinion Research Corporation; York Langton and P. B. Juster of Minneapolis; Madolin K. Bingham, Advertising and Sales Promotion Director for Munsingwear; Edmund B. Caldwell of Batten, Barton, Durstine & Osborn; and George Booth of St. Paul.



**JACK LACY**, voted one of businessmen's six favorite speakers in a poll conducted by American Business magazine, addresses the clinic on the subject "What Makes A Salesman Tick?" Mr. Lacy said that the day of the high pressure artist is over, that selling is now a science. Professor Brooks Smeeton of Notre Dame, pictured on our cover, showed that as a profession selling demands professional training. Prof. Smeeton heads NFSE's Educational Survey Committee which is developing a long range program to introduce just such training into our schools.



**Corpus Christi** — Charter meeting for the new Sales Executives Club of Corpus Christi was held March 23 in the Terrace Room of Corpus Christi's Driscoll Hotel. The newly organized club, with a membership of almost 100, received its charter from Dwight Thomas, Director of the Southern Region.

**Honolulu** — Formal application by the Honolulu Sales Executives Club for a charter of membership in NFSE was received during the recent Board of Directors meeting by G. J. Ticoulat, Western Regional Director. Mr. Ticoulat will make the charter presentation during April.

**Austin** — The new Sales Executives Club of Austin had 125 in attendance at its first meeting when it received its charter from Dwight Thomas. Shortly after this first meeting, membership totalled about 90.

**Baltimore** — When the Hower Letter Writing Clinic was scheduled by the Baltimore Sales Executives Council an enrollment of about 75 was anticipated. An initial turnout of more than 300 made it necessary to hold a second session the following day to take care of those who could not be accommodated. The clinic, devoted to techniques of business correspondence, was one of the Baltimore club's "most instructive undertakings."

Another highly successful meeting of the Baltimore club was held jointly with the Association of Credit Men. An audience of 250 heard a forum devoted to methods of "Promoting Better Cooperation Between Credit and Sales."

**Cincinnati** — An experiment being staged by the Cincinnati Sales Executives Council sounds particularly intriguing. The Council's dinner-dance and party on April 3 will feature a gift for everyone attending. The gifts, donated by the members, will be representative articles from the companies holding memberships in the Council. Where the type of product is not suitable for such distribution, the Council suggests some token gift which would none the less advertise the donor's business.

Under the Cincinnati arrangement everyone will benefit, and it is an excellent way to familiarize members with the businesses and products represented in the club.

### Lapel Buttons

In answer to many requests, Headquarters has placed an order for lapel buttons carrying the NFSE seal. The buttons are gold-filled, and through the use of hard-fired jeweler's enamel achieve the distinctive blue and gold effect which was part of Dale Nichols' original design for the insignia. Another feature of the button is the screw back which makes it possible to anchor it securely in place.

The buttons will be on sale at the NFSE convention, June 16-18. But the many Federation members who will want this symbol of membership now may order it direct from Headquarters. The price of \$1.25 each includes a plush lined presentation box.

### Membership Cards

During March the new 1948 NFSE membership cards, listing the Federation clubs and their places and times of meeting, were sent to each member. With a total of more than 8500 cards to fill out and mail it was inevitable that a few mistakes would be made. If your card was not filled out properly, please return it to us here at Headquarters, with instructions as to how you wish your name to appear.

### Mailings

The response to the recent mailings of the CED Digest and Senator Byrd's article on "Economy in Government" proved once again that this Federation service is indeed of value to members. From our earlier experience with the reprint of Robert Wilson's talk on "Salesmanship as a Profession" we knew that some members would write in. But we certainly were not prepared for the avalanche of letters which began arriving a day or two after the reprints were mailed.

### People

Last month's NFSE News continued the "people" column, a feature which will appear from time to time. This column will carry news of NFSE members who have been honored by their company, their club, or their community. The success of the column will depend upon the reports we receive from our members. If you receive a promotion or similar honor don't keep the good news to yourself.

The Board also took action authorizing G. H. McGreevy's Hotel and Travel Committee to increase its size by including a member from each affiliated club. The committee has completed the research phase of its work and is now embarking upon a program designed to bring greater recognition for NFSE members from the country's hotel and travel facilities. In reporting for his committee, Mr. McGreevy pointed out that many sales executives hold a formidable weapon in the tremendous volume of freight shipments they control. A threat to divert these shipments to other means of transportation would bring immediate action from the railroads.

In pursuing its campaign with the hotels, the committee will press for acceptance of a guaranteed reservation form. This form, supplied by the Federation and bearing the NFSE seal, will be available to members for making reservations. The committee intends to prepare a list of hotels which have accepted the NFSE plan, and will urge Federation members to patronize these hotels when possible, thereby insuring even wider acceptance.

George Jones Jr., past President and now a director of the Federation, presented a plan for introducing the salesman's award to member clubs. Patterned after the plan successfully used by the Memphis Sales Managers Club, George Jones' program would do much to increase the prestige of selling in every community. Under the plan, the club presents an award to the leading salesman of each participating company. Although the selection is made by the company itself, the awards carry the prestige of both the local club and the National Federation of Sales Executives. Mr. Jones showed at the meeting a promotion piece prepared by his committee to explain the nature of the awards. The cost of preparing the brochure will be borne by Servel, and copies will be sent to the President of each NFSE member club.

The next meeting of the Board of Directors will be held in New York on June 15. It will thus be possible for directors, committee chairmen, and club officers to take part in the Board Meeting while attending the convention, scheduled for June 16-18.

### Selling Methods

One new bill, S 2227, introduced by Sen. Murray, strikes hard against methods of selling to chains and mail-order houses:

1. Private brands must not underprice regular brands.
2. Quantity discounts must be based on single, not cumulative deliveries.
3. Manufacturers or wholesalers who sell to outside dealers may not also have their own outlets. (FTC, however, is prosecuting the furniture distributors for boycotting wholesalers who sell retail.)
4. Proof of innocence is shifted, in vital cases, to the manufacturer.

Along with this new bill are others requiring full disclosure of all terms of sales, etc. They are sponsored by various independent retail groups, which intend to press every Congress until they win.

### Distributor Services

One of the FTC lawyers, Phillip R. Layton, is circulating a new idea on how to give distributors "proportionally equal" services, as required by the Robinson-Patman Act. This is the section that long mystified cosmetic manufacturers and others who supply demonstrators.

Layton thinks that you should set quotas for your distributors, based on their sales-potential, and then provide services in proportion to how well they meet them. Thus, services become an incentive, as intended. The average sales executive, he thinks, knows well enough how to measure potential. But what ever the measure of potential, and of how well it is being met, both must be adhered to rigorously. Otherwise the set-up is illegal. Layton's opinion is his own and not, necessarily, that of the Commission.

### Census

The House Appropriations Committee has torn deeply into Census Bureau funds. The result, if carried through, probably won't affect the present manufacturers or the pending business census. It will greatly reduce the Bureau's in-between estimates in every field -- retailing, sales, stocks of particular products, population, etc. Evidently, the spokesmen for business who contact Congress are largely production rather than distribution minded.

Sales executives who have not yet seen the Bureau's "Selected Questions Relating to the Next Census of Business" should write to the Bureau for it. Comments on the ques-

tions should be addressed to J. C. Capt, director of the Bureau.

### Manufacturer Business Count

The bill to collect the manufacturers and business census simultaneously at five-year intervals has been locked up in the House Rules committee for a month, with insufficient pressure from business to get it out. It passed last year in the Senate. When it appears, the sponsor will amend it on the floor, to take the business count in 1949 covering 1948. It is too late now to take a 1947 census as called for in the Senate bill.

### National Income

Market analysts who used the Department's long term study of National income, gross product, etc., published last Summer, will find the figures carried through in the February "Survey of Current Business," available at Government Printing Office for 30¢.

Those who got it up are now working on a new volume explaining the technicalities. After they have finished they will carry the figures back to 1919, in order to provide information on what happens all through a business cycle.

### Store Statistics

The Federal Reserve Board's store sales statistics show that retail volume in hard goods, which were best sellers a year ago, has been tapering off. This gibes with the view in Commerce that only in autos and houses, among goods bought by families, is there still a vast backlog.

### Freight Rates

Through 1947, the ICC granted three more rate increases on freight. Agriculture and other departments calculate that rates are now between 35 and 40 per cent higher than at the end of the war.

One effect is to injure the competitive position of shippers trying to sell far-off markets. Some of the Government analysts think that the higher freight charges will put a hard burden on uniform delivered price systems, a harder one, perhaps, than either new legislation or FTC prosecutions.

### Food Distribution

Agriculture statistics show that in the food field at least, distribution has been more efficient than production. Taking 1935-39 as 100: December prices by farmers, 271; by wholesalers, 226; retail 201; cotton and wool prices of farmers, 309; wholesale textile products, 208; clothing, 191.

# June 1948

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

**THESE ARE THE DATES** for the greatest convention, not only in the history of NFSE, but in the entire history of selling. We suggest that you use this page for your June calendar so you will be certain to be in New York City, June 16, 17, 18, 1948. During these three days the National Federation of Sales Executives will hold its 13th Annual Convention. The Waldorf's Grand Ballroom has been reserved, and blocks of rooms and suites are being held.

This will be no ordinary convention. The problems it considers are of world importance, and it is fitting that the theme will be "Selling Our Way to World Peace." At this convention the Federation will marshal all the motive power of American business — advertising, selling, marketing — behind preserving the peace.

The convention will show you how to sell your goods and services more effectively. Your sales and those of others who make up American business will determine whether or not our country will have prosperity. By making your selling more effective you will help insure a high level of employment for your people. You will make certain that the people of this country will have a greater abundance of goods and services than any other nation on the face of the earth. A strong and prosperous America is the world's greatest hope for peace. We can buttress the free peoples and nations of the world and insure the final victory of our way of life.

To help you the program has been designed to demonstrate

the newest techniques in sales education. Round-table discussions, panels, seminars, and dramatizations will cover many of the facets of selling. There will be special sessions devoted to selling at the local level and to selling on an international scale. The program will even cover specific selling problems, such as those involved in specialty selling and selling packaged goods.

Of equal importance to sales executives will be the proposed changes in the NFSE constitution. The post-war need for a powerful voice of selling has placed new demands on the Federation. If NFSE is to meet these demands, changes in organization must be made to allow for growth and strength. The annual elections held at the same time will play a large part in determining the course of the Federation in the coming year.

They will be three feature-packed days. But they will also be three days of fun. The New York Sales Executives Club, host to the Convention, is planning an elaborate cocktail party the evening of June 16 for all attending the convention. Luncheons, dinners, and a special program for the ladies are but part of the plans.

Make your reservations now. Many NFSE members have already completed their arrangements, and the number of choice rooms and suites is definitely limited. Have your secretary drop us a note today telling us what size room you wish and we here at Headquarters will arrange for your reservation.



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# A Yardstick for Setting And Enforcing Dealer Quotas

BY ANTHONY E. CASCINO

Manager of Market Research, Bendix Home Appliances, Inc.

First you must recognize that quota setting is a factory responsibility, that quotas must be based on sound buying power data and sales history, and that to produce effective results they must meet the test of dealer acceptance.

The dealer sales quota is the only available, reliable tool for measuring efficiency of the dealer in his operations with the consumer. It will bring to light those dealers who have an outstanding record as compared to those dealers who have failed to capitalize on the buying power which is immediately available to them.

As soon as the product begins to "back up," distributors and factory field men will be charged with the responsibility of improving the dealer's going rate. They will need guidance, for the tendency will be to exert more pressure on the better dealers, and accept the weak dealers as inextorable, unsolvable problems.

## Use Researchers

It is at this point where most sales control programs cease to operate. True enough, they furnish the salesman with a quota, but they do not follow through with dealer quotas which will best direct the efforts of the salesman. The typical salesman is not endowed with the techniques necessary for establishing dealer quotas. This task—as surely as the establishment of territorial quotas—must be undertaken by people trained in market research, for poorly developed dealer quotas are more harmful than no quotas at all.

In addition, experience has shown that, even though a factory may ship wholly through distributors, the function of determining dealer quotas still falls upon the factory's department of market research. In this way, the factory can completely dissect the anatomy of the national market and reach the very source of the problem.

Once dealer quotas have been determined, a plan must be created for "selling" them to the dealers. First of all, the basis used in setting up the quotas should be clearly and completely explained to the dealer; he must be convinced that they are reasonable and attainable and that they

are a fair measure of his ability to deserve and hold the franchise. Success of a program of dealer quotas depends upon the dealer's confidence in the quota itself. For this reason, the dealer contact man should approach the dealer with all the facts.

## Convinces Dealers

The same indexes of purchasing power used in setting up salesmen and distributor quotas also may be used in arriving at dealer quotas. County and city potentials published in SALES MANAGEMENT'S *Survey of Buying Power*, issued May 10 each year are particularly adaptable for this purpose. This index can be easily explained to dealers; they can be told that the index considers the three most important barometers of the buying ability of any community—population, retail sales, and income. In many cases, these facts will be a revelation to the dealer; they will help to convince him there are enough prospects to warrant the quota.

Past experience—if it is long enough and therefore reliable—can be included with SALES MANAGEMENT data as another factor to develop the dealer quota. As a matter of fact, the dealer can be shown some examples wherein past experience and the SALES MANAGEMENT'S index were fairly congruent. It will help overcome his skepticism for "mere figures." Regardless of the peculiarities of any distributive system, these two measures of potential can be effectively applied in the determination of dealer quotas.

For example, let us assume that an appliance manufacturer is setting quotas for his dealers in Muskegon, Mich. Let us further assume that economic conditions, his industry's activity, and his company's position in the industry indicate that the factory will build and sell 1,000,000 units during the next 12 months. (This determination is a problem in

itself and deserves treatment beyond the scope of this article.)

SALES MANAGEMENT'S potential (as a percent of the national market) for the city of Muskegon, published May 10, 1947, is 0.047. This means that dealers in Muskegon, as a whole, should sell 470 units of this manufacturer's product. As it happens, there are four dealers in Muskegon: a department store, two appliance stores, and a furniture store. The next step is to allocate the city's quota of 470 units among these dealers.

If reliable data on past performance are available, they will indicate the relative drawing power of each dealer. If there is no past history to rely upon, then the gross annual sales of all appliances for each dealer will help to determine their relative values. Incidentally, data relating to gross annual sales must be a part of any effective program of sales analysis.

## How to Do It

If neither past experience nor gross sales is available, then the sales analyst may call upon the fieldman's more intimate knowledge of the particular community to assist him. As a matter of fact, the fieldman should be consulted in all cases regarding the quotas for his dealers. Aside from the contribution he can make, the exchange of ideas will win the fieldman over to the application and enforcement of these quotas.

Let us assume that, through the use of all of these factors, it is determined that, for every 10 units sold in Muskegon, four will be sold by the department store, three by the appliance store "A", two by the furniture store, and one by appliance store "B." When we apply these proportions to the city's total quota of 470 units, each dealer's annual quota becomes:

Department Store	188 units
Appliance Store "A"	141 "
Furniture Store	94 "
Appliance Store "B"	47 "
City Quota	470 units

Because these are annual quotas, it



is advisable that they be converted to monthly quotas for effective administration and follow-up.

It has been our experience that a dealer, who has been informed of his city's total quota which is based on widely accepted data, is in a better position to realize the reasonableness of his own quota. This approach does away with the feeling that the factory or the distributor is being arbitrary or dictatorial; this is especially effective if the dealer is reminded that the same criterion, such as SALES MANAGEMENT'S *Survey of Buying Power*, is also used to compute quotas for distributors and salesmen. When the dealer understands that everyone is being judged on the same basis, he accepts his quota as a true measure of his own success or failure. Facts will impress him with the thought

that he must get a certain proportion of the city's business in order to survive.

Once this feeling is engendered, the quota system will provide the incentive for which it was originally designed, and sales control will exert its force throughout the entire distributive system for the greater benefit of both the manufacturer and the dealer.

## Too Small for Effective Use of Product Design?

By applying it to two new items, Welsh Mfg. Co. has established itself on a national basis as a factor in the low-price pen and pencil field, at the same time raising its sales volume to jobbers to a level equal with syndicate store sales.

How a small company can effectively use modern product design and market analysis is illustrated by Welsh Mfg. Co., Providence, R.I. Started in 1925, Welsh produced optical goods and mechanical pens and pencils. Early in 1946, it came out with \$1 fountain pen and a 79c mechanical pencil. Both items sold well. They gave Welsh a highly successful year and within a short period of time established it as an important factor in that field on a national basis.

In the early days of this program, approximately 80% of all pen and pencil sales were made to large, limited price syndicate stores. Jobber sales were limited. The new items improved the picture to the extent that jobber sales caught up with chain store sales, making them about even. These sales have now risen to the point where they equal those of optical goods.

When the pen was in the development stage, a survey was conducted by T. Robley Louttit, Inc., Providence advertising agency. While not an exhaustive study, it provided considerable information and gave direction to Welsh's planning. In the order stated, customers wanted good writing, proper balance and comfort in the hand and appearance. Many people said they never bought a fountain pen or a mechanical pencil without first picking it up to get the feeling of comfortable balance and ease

of handling. Queried as to color, most people preferred solid colors.

As perfected, the Welflite pen had a cowled point, push-on cap made of a new type of metal, perfected hand balance and a new process of barrel coloring, giving long wear. Available in four colors, consumer preference, in order, has been for grey, black, maroon and blue. The latter is now being eliminated in favor of dark green. The product went to market with these new features and was considered by company management to be comparable to anything in the \$1 price class.

"The study disclosed a large potential gift market," explains Thomas Johnson, Welsh's sales manager, "and this led to the Welsh Golden Classic, a pen and pencil set, attractively packaged, retailing at \$2.50. It went to market early in 1947, proving so popular that the company could not meet demand. All new and refill orders were shut off early in the holiday season. This item was largely responsible for a 25% boost in 1947 sales over the previous year. It opened up many new jobber accounts throughout the country and reached a high mark in the number of reorders received. Our experience indicates a tremendous gift market in this field.

"At a time when the industry had changed from a sellers' to a buyers' market and many manufacturers were cutting prices to maintain sales and

unload surplus stocks, this company found its sales rising steadily. It proves to us that modern design and quality manufacture pay their own way in developing and maintaining sales volume."

The trade survey indicated a very substantial potential for a good \$1



**WHAT DISPLAY?** By asking retailers, Welsh Mfg. found it could use a combination counter or suspension display.

fountain pen. It brought out the need for a display piece that could be used equally well for counter and hanging use. A number of dealers in the tobacco and drug store fields wanted the hanging features so that the unit could be suspended.

The company produced a display piece holding a dozen pens or pencils. The top portion closes to provide compact storage on shelves and to provide a complete shipping unit. These stock display units have been widely used and have had an important effect on point-of-sale merchandising.

These studies are being continued. At present the company has a number of pen and pencil sets in the hands of secretaries and others who do considerable writing. They are asked to report their reactions and to note how many, if any, ask what kind of pen or pencil they are using.

SALES MANAGEMENT

*Air Force Mobile Ground Display, State Capitol grounds, in conjunction with Air Force Association Convention, Sept. 15-16.*



*doing Big Things right*  
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Wright . . . Patterson . . . Goodyear . . . Dayton . . . Akron . . . Lockbourne . . . No-where do the roots of aviation go deeper than in Ohio! Thus, Ohioans were proud when Columbus was chosen for another history-making step in American aviation—the First Annual Air Force Association Convention!

Here was a convention in which alert citizens had a vital interest—in its personalities, its business, its results. This was a big

thing . . . and they expected big news of it. How the Dispatch measured up is shown by the record—*more than 23,000 lines of pictorial and news space devoted to the event!* Probably no newspaper has ever more completely covered such an affair—and in the face of a newsprint shortage! Another Big Thing Done Right. Another reason why readers in a rich, 12-county market area regard the Dispatch as a great newspaper.

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## THE COLUMBUS DISPATCH

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APRIL 1, 1948





# Designing To Sell



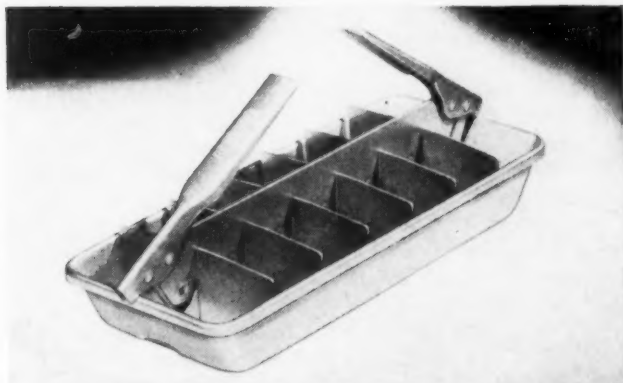
**BLANKET PACKAGE:** Developed by Clarvan Corp., the transparent bag has a zipper closure. It is made of Plasticoid and protects blankets at point-of-sale. Blanket purchaser also may use the container for permanent blanket storage.



**MAGIC CHEF RANGE:** One of the 20 new models in the line of the American Stove Co., it embodies such deluxe features as automatic oven clock control, glass in oven door. The white cabinet has rounded corners and flowing contours.



**NEW GLO-COAT CAN:** S. C. Johnson & Son, Inc. will utilize a new design for quart cans of floor wax. Reverse side of the cans features faces of the radio personalities, Fibber McGee and Molly.



**MIRRO ICE CUBE TRAY:** The all-aluminum tray with automatic ejector grid is being introduced by Aluminum Goods Mfg. Co. A flick of the handles releases cubes. Packaged in a display carton.



**CALIFORNIA DINNERWARE:** Product of Santa Anita Potteries, a division of National Silver Co., it has a chintz pattern and is available in blue, green and pink pastels against an ivory background.



## DEPTH OF PENETRATION

*is essential in building sales soundly*

*News, Advertising,  
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Mere coverage of a market is one thing — *penetration* to the very center of the buying impulse is quite another. It not only effects an initial sale, it builds continuing demand. When you advertise in THE CHRISTIAN SCIENCE MONITOR, you are sure that your message is reaching the special interests and inclinations of its readers.

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too, is the fact retail stores repeatedly tell us that our readers — beyond all other customers — ask for national-brand merchandise by name. They show an active interest in products they have seen advertised in their favorite newspaper.

Try the stimulus of a planned program of MONITOR advertising. We will gladly submit a proposal tailor-made to the requirements of your business.

THE CHRISTIAN SCIENCE MONITOR,  
One, Norway Street, Boston 15,  
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SPEAKING OF DEPTH OF PENETRATION, HERE IS WHAT ONE ADVERTISER SAYS: "I could write a daily testimonial letter, going back over thirty years, to the effectiveness of our advertising in *The Christian Science Monitor*. Your readers are most responsive and, judging from their letters, intelligent, thorough readers of your paper."

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GENEVA: 28 Rue du Cendrier

Listen every Tuesday night to  
"THE CHRISTIAN SCIENCE MONITOR VIEWS THE NEWS"  
with Erwin D. Canham, Editor, over the ABC network

# Are Salesmen Employees, Or a Different Breed of Cats?

As told to A. B. Ecker

BY O. C. COOL

Director, Labor Relations Institute

Are salesmen really satisfied with fancy titles which tend to gloss over basic questions of job satisfaction? Or do they harbor the normal human desire to be treated as a part of their organization? It's a factor in the union's appeal.

Management, by and large, has mastered its No. 1 lesson in getting along with its workers—the now bromidic, but always basic, formula for genuine human relationships, “Employees are people.” Today’s trend toward unionization of salesmen brings back that early slogan, but with a new twist: “Salesmen are employees.”

I have heard them called everything else, it seems, but that. They are “good-will ambassadors,” “partners,” “associates,” “team-mates,”

“executive agents,” “executive representatives.” (The word “executive” is becoming very popular in this connection, especially in soft goods.) There also are numerous and subtle gradations which imply “just below sales manager.”

Why don’t we call them employees and *think* of them as employees? If we did, it might make a world of difference.

For many years, management—and especially that part of management which directly governs sales—

has fostered and encouraged the feeling that employees are employees and salesmen are a different breed of cats. What may have been sound thinking at a time when white-collar people generally, and salesmen in particular, enjoyed prerogatives withheld from the rank-and-file production workers, is not so sound today. In fact, the shoe, in many cases, is on the other foot. Production workers—organized production workers, to be truthful about it—are often looked upon with envy by the salesmen. More than one salesman has complained in much the following words:

“Those guys in the factory work a five-day week, get time-and-a-half for overtime, six or eight paid holidays a year and two weeks’ paid vacation. Sure, I can have the same days off, but what good is a holiday when I’m in Denver and my family’s home in Westchester? Sure, I have a five-day week, but I spend more Saturdays and Sundays on trains than I do in my living room. I get a vacation, but who wants another trip? A helper on a truck rides for two hours after five o’clock and draws down three hours’ extra pay. I ride half the night on some jerkwater train and get nothing for it, except the privilege of sitting out the other half in a hotel lobby waiting for some other dope to wake up and check out of the room reserved for me!”

The glamor balloon is pretty well collapsed—and the gravy train of allocation-plus-pent-up demand is grinding down to a stop. In the meantime, union after union is beckoning to the boys—and getting big results. Arguments differ slightly according to industry, but the general idea is the same:

“Look, Buddy, you call yourself an individualist. You’re a big shot in your territory, and all the buyers think you’re swell. You can make your own arrangement with the firm; you don’t need anybody to bargain for you.

“Maybe not. But remember Sam Morris? He used to have Illinois and Indiana for his firm. Now he’s got only Indiana. The treasurer’s nephew started with Peoria and a few down-



*“It’s a one-man business—Monday and Tuesday I work in the plant—Wednesday and Thursday I work in the office—Friday I’m out selling—on Saturday I strike!”*

APRIL 1, 1948



state counties, and now has Chicago added on. And Bill Hines? Two of his lines the company took away, and handles them through brokers. And that new sales manager of ABC—he comes in from another firm, and now J. L. Hudson and the May Company are house accounts!

"Maybe being an individualist satisfies your ego, but the boys in the shop think they're wiser. They work together, and stick together, and nobody can get funny. When bread, meat and movies go up, they get a higher wage or a cost-of-living bonus.

When the man from the union comes around, the top boys listen. But how about you? *Your* cost of living has gone up, too. Railroad fares are up; hotel rates are up; it costs you more to have your suits pressed and your shirts laundered—but your 5% commission is still 5%.

"In the plant, we have a grievance system. If Joe Doakes is discriminated against, or his pay is calculated incorrectly, he doesn't have to grin and bear it. He can raise his voice, and get satisfaction. Who listened to *you* when that big order last month

was confirmed, but not shipped until it was too late for the retailer? In fact, how much do you even *know* about what should be coming to you? When did you get one, last?

"Your trouble is, you fellows are step-children. You aren't bosses, and you aren't ordinary workers. You are employes of the company—but you don't get the same rights the others do. Salesmen have been left out of it; you just don't belong."

One salesman I know who listened to such a story, went back to his hotel room. And what did he find in his mail from the home office? The communication he craved and yearned for at that moment—and something that would overcome his doubts and make him feel that, after all, he *did* belong? No. Just another pep-talk from the sales manager—one of those up-and-at-'em, canned exhortations to do and die for good old ABC Company. It left him cold, and he joined the union.

### We Want to Belong

The sense of not belonging marks the absolute low of morale. All but the slimmest minority of human beings passionately desire to be recognized members of the body social. Every salesman worth his salt wants to be *a part of the organization*. Being just a cog in the wheel is bad enough, but how much worse it is when the hub is two hundred, or two thousand, miles away!

The desire to *belong* is more than gregariousness. It is part of the urge for security. In their relationships with production workers, employers cater to this universal urge in many ways. The formalized grievance system is part of the program, because it helps workers to voice their complaints. So is progressive foremanship, which stabilizes and improves the relationships between the supervisors and the rank-and-file. The plant publication, the letters from the president or general manager addressed to workers in their homes; the community relations program which makes the employe feel proud of The Company; the planned recreation, the democratic mingling of all-level personnel on occasions provided for the purpose—all make the worker feel that he is truly part of the group.

This, not pep-talks and exhortations, is what the salesman needs. This, and a square deal from management—the elimination of practices which spell "bad working conditions" to the men on the road. House accounts, favoritisms, deductions from commissions to support the showroom in New York City, taking one man's

# \$99,000,000.

Yes—

## 99 million dollars!

### THE BUYING INCOME OF LAWRENCE WORKERS

The community trading zone centering on Lawrence, Massachusetts, has a total population of 128,619. Basic industries are producing at capacity, and their prosperity is reflected throughout the area. The Sales Management Survey of Buying Power places the income of Lawrence workers at \$99,067,000.00, with \$62,358,000.00 in retail sales. A rich, active market for every worthy product.

The Daily Eagle and Evening Tribune are the only newspapers devoted exclusively to the Greater Lawrence market. Read in 95 out of every 100 homes. ABC over 36,000.

## The EAGLE-TRIBUNE

LAWRENCE, MASSACHUSETTS  
(CAPITAL OF WORSTED TEXTILE INDUSTRY IN AMERICA)  
WARD-GRIFFITH CO. - NATIONAL REPRESENTATIVES

quota to help out another, non-protected territories, bad faith in developing leads, inconsistency in dealing with the salesman's customers—these are only a few of the evils which build a wall between a company and its representatives.

Many salesmen are cynical in regard to their employers' loyalty to them. "What does the company care about me, only that I keep bringing in orders?" Speak to any salesman on the road; he will tell you tales about salesman after salesman who was imposed upon or let down by his home office. Some of these are just so many old wives' tales, to be sure—but beneath all the exaggeration and all the hearsay-piled-on-hearsay, there is something that rings true. At the same time, most of these men have handled the same line for years, and the thing that really troubles them is their unrequited loyalty to their firm.

Just one closing example to show how easy it is *not* to treat salesmen like employees. A few years ago, when scotch and rye were more difficult to obtain than they are today, a large distributor of wines and liquor was

taken over by new capital. The new owners bent over backwards to establish themselves on a proper basis with the warehousemen, truckmen and all other employees. With one exception—the salesmen! Disregarding allocation and quotas, the new owners promptly sold all the whiskey *in bulk* to other wholesalers, at a fancy profit—which left the salesmen with nothing to sell but low-commission wines and beer, which few retailers wanted. As a result, these salesmen joined a union, and the union forced the company to make a cash adjustment with them, to partly compensate for their lost commissions.

Why did this company discriminate between "regular" employees and salesmen? I do not know, unless it was a lust for profit plus a failure to see the salesmen in the same light as the rest.

If such conditions continue, unionization of salesmen is inevitable. But if management will seize the initiative in *treating salesmen like everyone else in its employ*, and make them feel that they truly *belong*, they will turn a deaf ear to the organizers.



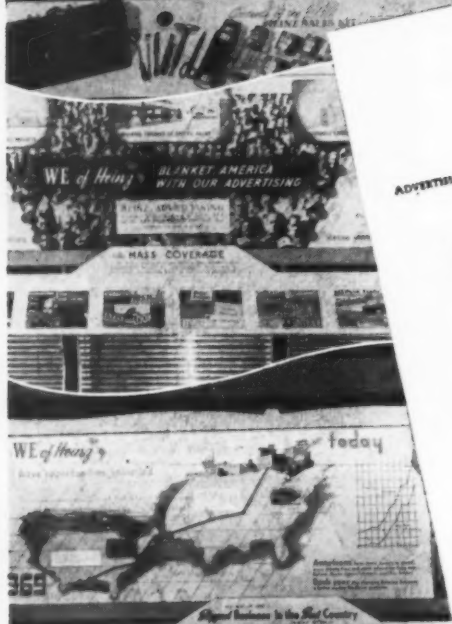
**On-the-Spot-Selling:** What better place is there to sell men's socks than in the shoe department? That's why Westminster, Ltd., New York, is offering its dealers the "Westminster Wagon," which can be rolled into shoe, clothing, neckwear and other departments for related selling.

APRIL 1, 1948

**Dallas**  
IT'S THE  
**TIMES HERALD**  
ASK THE  
BRANHAM MAN  
*Why*

**MORE PEOPLE THAN IN ANY ONE OF 16 STATES**  
1,369,015  
1945 Estimate  
**BUFFALO**  
AND THE 8 COUNTIES  
BEST COVERED BY THE  
**Buffalo Courier-Express**  
Western New York's Only  
Morning and Sunday Newspaper  
Representatives:  
OSBORN, SCOLARO, MEEKER & CO.

# The Salesman is Shown through DISPLAY



**H. J. HEINZ COMPANY**  
MAKERS OF THE 57 VARIETIES  
PITTSBURGH 30, PA.

December 3, 1947

ADVERTISING DIVISION

Mrs. May C. Gardner  
Gardner Displays Company  
477 Melwood Street  
Pittsburgh, Pa.

Dear Mrs. Gardner:

I gave Mr. Heinz and the Board of Directors a preview yesterday of the fourteen-panel display, "We of Heinz", which Gardner Displays Company built for us. The preview was held on the scheduled date which, in itself, I think was a matter of amazement to all concerned.

During the development of the display I have repeatedly told the Board about the excellence of the Gardner craftsmanship and the wholehearted, enthusiastic effort exhibited by every employee of your company. Now I can report that it was eminently worthwhile. There were no criticisms; there was nothing but extravagant praise. Mr. Heinz told the boys of our company that he thought he had witnessed a miracle — it just couldn't be done in the time allotted and done so well. Mr. Schiel told me this morning that he had seldom seen Mr. Heinz so pleased with anything. I think it is going to do a fine job for us.

This note is just to express my personal thanks and deep appreciation for the unbelievable efficiency and craftsmanship of your organization.

Sincerely,

*Franklin Bell*

Franklin Bell,  
Director of Advertising

FB:JHS

**G** **GARDNER**  
displays

The story of "We of Heinz," dramatically visualized for their 1948 International Sales Conference . . . planned, constructed and staged in *minus-minimum* time by the Nation's Most Complete Display and Exhibit Service.

GENERAL OFFICE AND PLANT

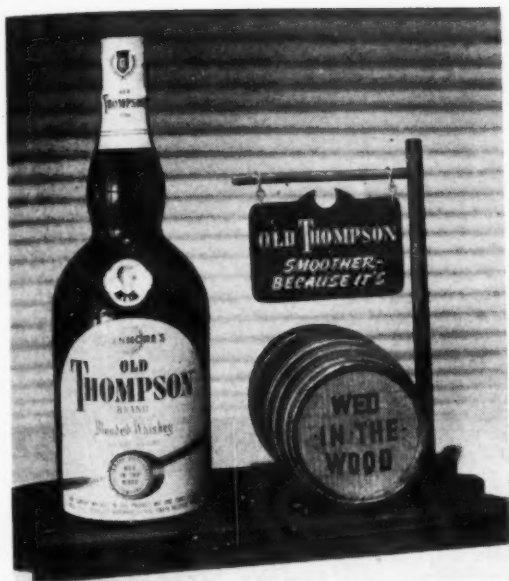
477 Melwood Street  
Pittsburgh 13, Pa. • MAYflower 9443

SALES AND DESIGN OFFICES

New York . . . 516 Fifth Avenue, New York 18, N.Y., Vanderbilt 6-2622  
Chicago . . . 185 N. Wabash Avenue, Chicago 1, Ill., Andover 2776  
Detroit . . . 810 Book Tower Building, Detroit 26, Mich., Randolph 3557



# DISPLAY ANGLES



**CAMPAIGN TIE-IN**—Old Thompson display features a tiny barrel bearing the inscription "Wed-in-the-Wood." Sign further identifies product. Produced by W. L. Stensgaard and Associates for Glenmore Distilleries. The display is 11" long, 8" high, 5" deep.



**NOVEL SALES AID** — Simplicity characterizes counter stand fabricated by Copeland Displays for Keene Products, Inc. Panel is light blue and product is displayed on a velvet covered pallette.



**PRODUCT-IN-USE DISPLAY**—Disney character lighting fixture is shown against a photomural background. The cone-shaped unit is of metal and permits the insertion of various photomurals of children's rooms. It is 36" high, including metal base, and was made by Display Guild for Globe Lighting Products, Inc.



**COOKER LINE PRESENTATION**—Three dimensional piece has tan wood frame. Key features of Presto cooking are stressed. Made by Zippodt Lithograph Co. for National Pressure Cooker Co.

# The 5<sup>th</sup> cover sells coffee



\* "THIS WEEK delivers for our grocers a down-to-earth 'package' of selling impact: The power of magazine color ads reaching 19 million readers in their local Sunday newspapers — just where the grocer does his own advertising."

Daniel F. Norton, President  
Nestle's Milk Products, Inc.

# The 5<sup>th</sup> cover sells toiletries



\* "THIS WEEK helps our customer-stores sell Shulton merchandise on their own home grounds, in their local newspapers, where their customers live and shop — as it has for the past six years."

William L. Schultz, President  
Shulton, Inc.

•From trade paper announcements  
to their dealers.

...and if you think  
your product is different  
*Read this*

**Y**OU don't sell coffee? You don't sell toiletries? Look through **THIS WEEK** Magazine, and you'll probably find an ad for a product like yours. 343 different products used **THIS WEEK** last year—everything from soap to outboard motors.

You don't have a million-dollar budget? You don't go in for color-pages? Again—look through **TWM**, and you'll find plenty of others who don't spend millions and don't use color.

**TWM's** "5th Cover" isn't a preferred position for a few preferred advertisers. It

belongs to every advertiser in the book.

This "5th Cover"—the 24 key newspapers that **TWM** is part and parcel of—helps all our advertisers put local newspaper "sell" into their national magazine copy.

And every one of them, large or small, is doing a big job in **TWM**. For it's not the millions you spend, but the millions you reach, that makes your campaign big.

And every **TWM** advertiser is reaching more than 19 million readers in more than 8½ million homes — every 4th family in the nation.

## THIS WEEK

OVER 8½ MILLION CIRCULATION

*Magazine*

OVER 19 MILLION READERS

AND 24 OF AMERICA'S MOST INFLUENTIAL NEWSPAPERS

The Atlanta Journal  
The Baltimore Sunday Sun  
The Birmingham News  
The Boston Herald  
The Chicago Daily News\*  
The Cincinnati Enquirer  
Cleveland Plain Dealer  
The Dallas Morning News

Des Moines Sunday Register  
The Detroit News  
The Indianapolis Star  
Los Angeles Times  
The Memphis Commercial Appeal  
The Milwaukee Journal  
Minneapolis Sunday Tribune  
New York Herald Tribune

The Philadelphia Sunday Bulletin  
The Pittsburgh Press  
Portland Oregon Journal  
Rochester Democrat & Chronicle  
St. Louis Globe-Democrat  
San Francisco Chronicle  
The Spokane Spokesman-Review  
The Washington Sunday Star

\*Saturday Edition





IT'S WISE  
TO  
ECONOMIZE

# TEST EACH LINK

Somewhere in your advertising chain there may be a hidden flaw that can be discovered. If it is found, your results will improve and you will save money. How to find such flaws? Experts agree—there is one excellent way. Test each link of your program in a dependable test market!



IT'S WISE  
TO TEST IN  
**ROANOKE**

## AN IDEAL TEST MARKET

Tests in Roanoke yield dependable results. Roanoke is a rich, diversified market of over 400,000. Roanoke is dominated by the Roanoke newspapers . . . which have practically no competition. Roanoke is insulated by natural barriers against the pressures and distorting effects of outside markets.



Write for booklet, "Test Markets & How to Identify Them," to Sawyer, Ferguson, Walker Co., 60 E. 42nd St., New York 17, N. Y.

# ROANOKE

TIMES AND WORLD NEWS  
ROANOKE VIRGINIA

SAWYER • FERGUSON • WALKER CO.  
National Representatives

# Shop Talk

**Markets by City-Size Groups:** As publishers of the *Survey of Buying Power*, we attract an enormous number of inquiries for all kinds of special compilations, cross-checks and permutations of figures on retail sales and buying income. (Some are far-removed from the content of the *Survey*—like the one from the gentleman who romped into our offices and demanded a list of all the fish buyers in New York City.)

One request, however, which has repeated itself frequently, is for a tabulation of markets by city-size groups, showing total retail sales in each group, and total buying income. Such a compilation is now being made, and it will be made available to subscribers in one of three ways: It will be printed in the *Survey of Buying Power*, or in a regular issue, or multigraphed for distribution through Readers' Service. It will be based on population, retail sales and income estimates for 1947.

Because all of the information, at the moment, is on cards, and totals haven't yet been drawn, we have no way of releasing this information now. But sales executives and research men who have a need for such an analysis are informed, here and now, that it will be available.

**G-E, Corporation with a Soul:** One of Stecher-Traung's employees on the Coast last December shopped around for some Christmas tree lights, needed to patch up some strings not in working order. He developed bunions as he trotted from store to store. No luck. All the dealers could offer him were strings of lights. No bulbs.

The disappointed purchaser finally sat down and wrote to General Electric, sorrowfully demanding to know why he couldn't buy lights for his kid's Christmas tree—without being forced to buy strings. He didn't expect a reply. He just wanted to express a peeve. But he did get a reply, fully and carefully written, as though he were a prospect for half a million dollars' worth of power plant equipment instead of an individual wanting sixty cents' worth of bulbs.

Perhaps you can guess his reaction: He forgot his gripe, began showing the letter around among all his friends. This fortnight it came to me. I quote it—entirely without permission—but with loud cheers for the Corporation that handles its smallest public relations problems with such skill. Said G-E, through a Mr. W. G. Imboden:

"Thanks for your letter of December 30, commenting on the Christmas tree situation this past season.

"Our Christmas tree lamps are sold through Christmas tree outfit manufacturers having agency appointments with us. They sell to jobbers and jobbers in turn sell to dealers. We know that these agents did the best job they possibly could in distributing their limited supply of lamps equitably to the accounts they serve.

"We manufactured more Christmas tree lamps in the year of 1947 than we have ever manufactured in any year in the history of the Company, yet there was a tremendous shortage. The reason for this shortage is:

"1. During the war Government restrictions prevented us from manufacturing Christmas tree lamps, but the public continued to

SALES MANAGEMENT

use strings and burned out literally hundreds of millions of lamps which could not be replaced at that time.

"2. Millions of new families were created during this period, that had no Christmas tree strings or bulbs.

"3. Pre-war there were 75,000,000 to 100,000,000 Christmas tree lamps imported annually which helped to fill empty sockets. These lamps are not now available in any appreciable quantities.

"About 40% of the total quantity of Christmas tree lamps sold last year were for renewal purposes. Unfortunately, black market operators bought up most of these lamps from jobbers and dealers for installation in strings which they manufactured. These manufacturers heretofore used imported lamps in their strings and, as you know, very few of these have been brought into the country since the war. This has caused an over-supply of strings and has resulted in a shortage of renewal lamps. There seems to be very little we can do to control it.

"If you will let me know the size and type of Christmas tree lamp you need for your empty sockets, I will see what can be done to help you."

The record doesn't show whether the young father sent back to G-E a love letter of reply. But that sincere approach to the handling of one individual complaint, in which only pennies were involved, certainly seems to me to rate it.

**The Campaign That Failed:** If the truth could be told about sales campaigns that flop, we'd have a lot of instructive case history material that would make interesting reading. But, as every business paper publisher knows, it's almost impossible to get any adequate documentation of such cases, because everyone concerned wants to wash his hands of any responsibility. Everyone would rather forget the whole thing.

The exhibit in the lighted case to the left, however, is an authentic story of a failure. A sizable food manufacturer on the Pacific Coast developed a dog food, called in its agency, and cut loose on an advertising campaign. Customers bought. Then sales fell sharply. As a curious *non sequitur*, the manufacturer fired the agency.

Convinced that the campaign had been sound, the grieving adman decided to do a little testing on his own. He picked up a sample of the new dog food, and some more samples of half a dozen well established pet foods, hopped in his car, and headed for the city dog pound.

Before an assortment of willing, yelping market testers, he laid out his samples. Then he learned why the campaign had flopped: The dogs wouldn't touch his erstwhile client's product. Market research, it became apparent, hadn't gone to the dogs soon enough. Further check revealed that the product had been developed, packaged, and sent to market without once being tested on the ultimate consumer!

**Bulletin from the Strike Front:** Even though SM's Survey of Buying Power is still strike-bound in its Philadelphia plant, we are stubbornly retaining the May 10 publication date in the hope of an early settlement, and with a prayer that Allah will somehow provide us with the strength we'll need to make up the lost hours of production time. Meanwhile, all advertising copy is being set at our regular plant in Stroudsburg, and proofs are going out as rapidly as possible.

**A. R. HAHN**  
Managing Editor

APRIL 1, 1948

## Cram's BUSINESS MAPS

**MAKE SALES PLANNING  
EASIER, FASTER, MORE  
EFFICIENT And MORE  
RESULTFUL!**

The Cram line includes everything needed for a complete visualization of your sales territory (whether it is one state or forty-eight) from the large scale territorial maps down to map tacks and marking crayons.

By using different color tacks and crayons, you can use Cram's markable, washable maps to give your entire sales and distribution picture at a glance. Territorial divisions, branch offices, jobber locations and territories, salesmen's routes and territories, sales quotas and statistics, weak spots in the territories—these are only a few of the facts that can be clearly shown on Cram business maps. This information can be changed as often as necessary, and kept always up-to-date.

Cram's Namapco series of state maps average 50" x 48" in size, and are available in all popular mountings, including: Paper Wall Maps, Cloth-backed Wall Maps, Cloth-backed Maps on Spring Roller with portable backboard, Board-mounted Maps with taped edges or wood frame, and Maps in spring rollers in cases holding from four to ten maps.

### Special—Multi-Unit MAP SYSTEM

If you sell in several states, or nationally, you will find a Multi-Unit Map System the finest method ever devised for accommodating a number of large size maps in a small wall space, and to give finger tip access to any map. These systems are available to handle any number of maps needed.

Tell us your particular sales and territorial problem and let us offer suggestions for solving it.



**THE GEORGE F. CRAM CO., INC.**  
730 EAST WASHINGTON ST.  
INDIANAPOLIS 7, INDIANA



**"E" ECONOMIC LEVEL**—LIFE reaches **10%**  
(1,250,000 more people than the next biggest weekly.)



**"D" ECONOMIC LEVEL**—LIFE reaches **15%**  
(1,650,000 more people than the next biggest weekly.)

# Eenie, Meenie

**P**ick an economic level.

LIFE has far more readers in that level. For LIFE has far more readers in *every* level. More Joes. More Stuyvesants. More of everybody.

In all, LIFE has 26,000,000 readers every week—more than the next two weekly magazines combined.

Advertisers know this. They invest far more advertising dollars in LIFE than in any other magazine.

*And this leadership is increasing.*

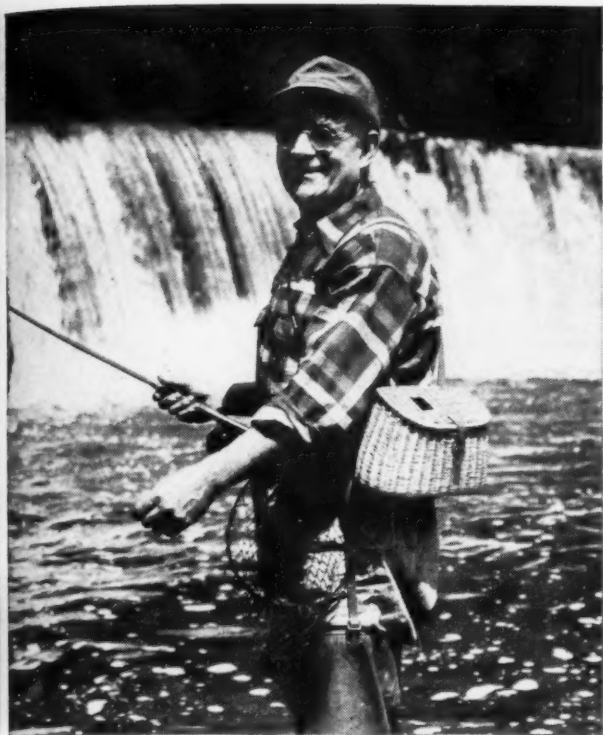
**NET PAID: 5,200,000**

**AUDIENCE: 26,000,000**

# LIFE

SALES MANAGEMENT





**"C" ECONOMIC LEVEL**—LIFE reaches **22%**  
(2,450,000 more people than the next biggest weekly.)



**"B" ECONOMIC LEVEL**—LIFE reaches **29%**  
(3,250,000 more people than the next biggest weekly.)

ie Minnie, Joe...

(or  
Stuyvesant)



**"A" ECONOMIC LEVEL**—LIFE reaches **39%**  
(3,650,000 more people than the next biggest weekly.)

# Buying Power starts **HERE**

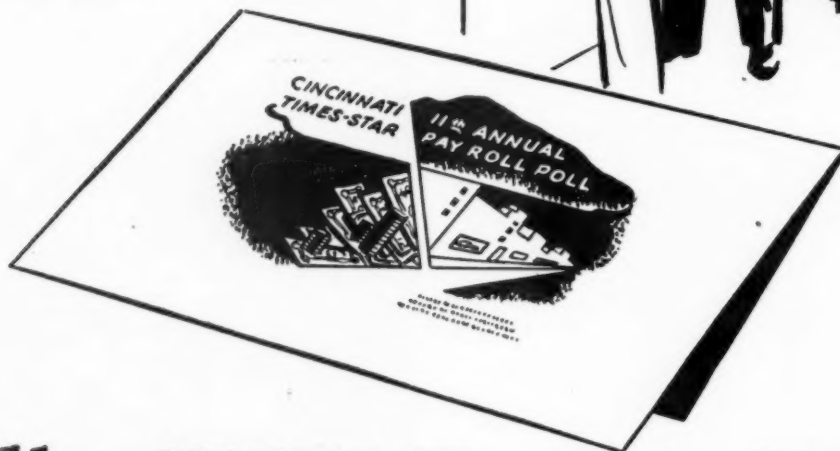
Sometimes we tend to lose sight of the fact that buying power starts with salaries and wages. But fundamentally it's as simple as that.

Which is a good reason why you should make sure you know when Greater Cincinnatians get paid and how much they receive.

You can get these figures from only one source—the Cincinnati Times-Star. You'll find them in our Payroll Poll. The monthly Payroll Poll shows how much money Greater Cincinnati workers have to spend and on what days they receive this money.

You'll find this information valuable in helping you plan sales campaigns and advertising schedules.

The new 11th Annual Payroll Poll can help you. Write now to reserve your free copy. Meanwhile, if you are not receiving the Monthly Supplements, we'll be pleased to add your name to the mailing list. Write your nearest Times-Star office.



**inseparable...CINCINNATI and the TIMES-STAR**

CHICAGO 1, ILLINOIS  
333 North Michigan Ave.  
Fred D. Burns, Mgr.

NEW YORK 17, N. Y.  
60 East 42nd Street  
Albert H. Parker, Mgr.

WEST COAST REPRESENTATIVE  
The John E. Lutz Co., Chicago 11  
435 North Michigan Ave.

MERCURY MIKE SAYS...



## Millions of Mailings: Are They Read?

BY D. G. BAIRD

Mercury Division of Ford Motor Co. is boosting its 1948 direct mail campaign as a result of a survey showing high recognition of its mailings as Mercury promotion and remembrance of the local dealers' name and location.

The Lincoln-Mercury 1947 direct-mail advertising program\* was so productive that it is being continued on an expanded basis during 1948, according to Joseph E. Bayne, general sales manager of this Ford Division.

The theme of the 1947 program was "For Real Mercury Service, Always See Your Mercury Dealer." It was addressed to every Mercury car owner in the country and was mailed out, not by the central office, but by local dealers in all localities—bearing dealer imprints.

"We know that this program was highly productive," Mr. Bayne says, "not only from reports from dealers and Mercury owners all over the country, but also from a pilot readership survey recently completed by R. L. Polk Co.

"This survey" Mr. Bayne points out, "reveals highly illuminating facts regarding family readership of advertising, reaction obtained from the program, and the current attitude of owners on many aspects of dealer-customer relations affecting important phases of the automobile business at the retail level."

Featured prominently in all direct mail pieces sent out during 1947 was a cartoon character, "Mercury Mike," a gnome-like little figure in a winged helmet, symbolic of the mythological Mercury, messenger of the gods, for whom the Mercury car was named. In the seventh mailing of the series, "Mercury Mike" cautioned readers that "Smoke Generally Means Trouble."

The pilot study discloses that 77% of all persons interviewed 10 days after this piece was mailed remembered having seen it and identified it as a Mercury mailing.

Furthermore, the survey showed that 48% of all persons interviewed

\* See "Mercury Mailings Sell Improved Service to 200,000 Car Owners," July 15, 1947, SALES MANAGEMENT.

MEMORY FOR MERCURY MIKE: 77% of persons interviewed 10 days after Mercury's seventh (right and above) mailing in 1947 remembered it and identified it with Mercury; 48% remembered dealer.

APRIL 1, 1948





remembered the name of the local Mercury dealer whose imprint was on the direct-mail piece, and 52% of them correctly indicated the location of the dealership.

"It is clearly apparent from these facts that the importance of the dealer imprint—his name and address prominently displayed on direct-mail pieces—cannot be too strongly emphasized," Bayne says. "From the fact that fewer people—48% as compared with 77%—could recall the dealer's name than could identify the direct-mail piece, it would seem that

the dealer's name and address should be even more prominently featured."

The readership survey further reveals that 64% of owners are now taking their Mercury cars to Mercury dealers who send them the direct-mail advertising for "repairs, parts, and other important service work," and that 3% of them take their cars to Mercury dealers other than those who send them the direct-mail advertising. Thus, while Mercury dealers are getting 67% of the Mercury service business, 33% of it is going elsewhere. Both the 67%

and 33% groups were reached by the Mercury mailings, and this evidently influenced the first group to bring their cars in for regular service and helped to persuade this second group to do likewise.

Interesting sidelights of the survey are the reports of persons interviewed in regard to the quantity of direct-mail advertising received in their homes. Thirty-two per cent of them said they received "two or three pieces a week," while another 32% said they received about one piece of direct-mail advertising a day. These reports indicate, therefore, that 64% of the Mercury owners to whom the advertising was addressed receive one or less than one piece of advertising through the mails each day, thus minimizing the effect of competitive advertising which reaches these people on the day the Mercury message arrives at their homes.

Significant, too, is the fact that 72% of the car owners interviewed said they usually save direct-mail advertising pieces for husband, wife, or other members of the family. Singled down to the seventh Mercury mailing, which was the last of the 1947 series, questioning revealed that the average readership of this message was 2.13 persons per piece.

### Will They Buy?

Incidental to the survey of the direct-mail program, the study brings out helpful information about when Mercury owners plan to buy new cars. Fifty per cent of them said they had no particular plans at all; 5% reported that they had new cars on order; 9% said they would "buy right away;" 13% said they will buy sometime in 1948; 3% in 1949; 2% in 1950. Eighteen per cent gave a variety of qualified answers. Almost 100% of the owners interviewed plan to buy a new car, rather than a used one, if they buy at all.

In view of present-day criticism of the quality of service work generally, and of the prices charged for service operations particularly, the reactions of Mercury owners to questions along these lines speak well for the policies of Mercury dealers. Sixty-four per cent of those interviewed think the quality of service work which they recently have been getting from their dealers is good; 13% say it is fair; 11% consider it poor. Fifty-five per cent consider their dealer's charges for service work—in view of increased costs in all lines—are reasonable; 13% say they think the charges are slightly higher than necessary; 7% say they are too high; 20% offer no opinion.

SALES MANAGEMENT

## Nation Wide Coverage 2 BILLION DOLLAR MARKET

### Ask For Factual Highlights

## ON THE TREMENDOUS PURCHASING POWER OF THE CREAMERY PRODUCTS INDUSTRIES

Wherever there's grass there are cows... and the manufacturing of CREAMERY butter, cheese, and evaporated, condensed, and dry milk. Throughout America's lush dairylands, thousands of modern creameries, cheese factories, and condenseries daily convert many millions of pounds of milk into nutritious and sustaining dairy products... bulwarks of the nation's basic diet. This vast network of plants and factories, teeming with highly industrialized activities for long hours of the day, represents one of the country's richest, most responsive and able-to-buy-and-pay markets. Countless thousands of trucks daily haul fresh milk to the factories. Here, an army of skilled workers... buttermakers, cheesemakers, operators, and technicians... process the milk with the most sanitary, most elaborate and efficient food handling equipment ever devised. And covering this huge market which buys an endless variety of shipping, transportation, processing, packaging, handling, and manu-

facturing equipment, is the industry-preferred ABC NATIONAL BUTTER AND CHEESE JOURNAL. The "JOURNAL" gives you pin-point precision coverage with a no-loss no-waste balance between active circulation and active subscriber-producing-and-purchasing power. The "JOURNAL" goes where work is done and goods are bought... for 38 years the most profitable advertising medium in these industries.

### Survey Facts

Free to advertisers and advertising agencies: marketing, merchandising data, and live survey facts to help you plan more effective advertising and increase your sales to the dairy industries. Lists and addressing-mailing services at moderate cost. Ask us—we have it—or get it.



THE OLSEN PUBLISHING COMPANY

1445 N. FIFTH STREET

MILWAUKEE 12, WISCONSIN

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EMENT

**Just watch  
our way  
with women  
and call us**



# JOHNNY-ON-THE-SPOT

Some years ago up this way, one of the boys made a pitch for a honey—but from the outfield. He sent a pal to ask the girl "would she". Since then history has used the event to warn faint-hearted swains and hopeful advertisers that you can't woo a girl or a market by winking through a telescope.

You have to be truly a Johnny-on-the-spot.

That's why the Herald News gets the nod from nearly every Fall River housewife. This one newspaper links your advertising with 96.9% of the families in the city zone—who spend \$92,299,158\* a year for retail goods.

To sell Fall River housewives—you must use the Herald News.

\*Based on Sales Management 1947 Survey of Buying Power

## FALL RIVER HERALD NEWS

FALL RIVER, MASS.

KELLY-SMITH CO. . . . . NATIONAL REPRESENTATIVES

New York, Boston, Philadelphia, Chicago, Atlanta, Detroit, Los Angeles, San Francisco

APRIL 1, 1948

# How to Stage an Industrial Sales Demonstration in a Jiffy

Based on an interview with **L. R. ROTHENBERGER** • General Sales Manager, DoALL Co.

If you are a salesman for DoALL Co., you just hitch one of 60 demonstration trailers onto your auto, roll into the factory yard, plug in a power cord, and you are ready to put on a convincing demonstration before shop prospects.

DoALL covers the Nation with 115 salesmen who use as their strongest weapon demonstrations in prospects' plants and factories. These salesmen work out of 27 sales service offices, coast-to-coast and border-to-border. To perform this demonstration work, salesmen have access to a pool of more than 60 trailers equipped with sawing machines, grinders, gaging instruments, lathes, welders, and cutting tools, for demonstration purposes. Every salesman's car is equipped with a coupling device for hooking on the trailer.

The DoALL Co., Des Plaines, Ill., organized 18 years ago, from the day of its beginning has sold only through direct sales representatives. It now operates two large plants in Illinois and one in Minnesota. In the beginning, manufacture was centered around one major product, a newly

invented contour sawing machine, revolutionary in nature. Later surface grinders, gage blocks, precision inspection instruments and a variety of other machines and tools were added until now the company lists some 53 items.

Each sales office is a separate organization, incorporated in the state from which it operates. Each carries the DoALL name and usually is identified also with the name of its home city as: The company in Cincinnati is known as the DoALL Cincinnati Co., that in Cleveland the DoALL Cleveland Co., the one in Detroit the DoALL Detroit Co., and so on. Each distributes DoALL products exclusively. This method of operation makes DoALL, probably, unique in the machine tool business.

When a demonstration is planned, the salesman makes an appointment

for a specific time. He couples on the trailer adapted to the special demonstration, drives to the plant, plugs in a cable running from a 150-foot reel, and in only a few minutes is ready to go into action.

By using this method the salesman has quick access for a practical demonstration before any man or men who are key factors in the sale. He may demonstrate to the purchasing agent, the superintendent, the foreman or even the operator. What makes the demonstration more convincing is the fact that it is general practice to pick up some job under production in the plant visited and work on it. Every salesman, before he is allowed to go out, is given a careful course of training in the DoALL shops. He is a highly skilled specialist in demonstration work.

## Trailer Size

Each demonstration trailer is 43 inches wide, six and one-half feet long, two wheeled and carries a steel body. For protection while on the road or in bad weather, each is covered with water-proof canvas held in place by metal bows. The canvas can be attached or removed quickly.

The company's basic product is its Model ML DoALL contour saw and filing machine. This is demonstrated more often than any other item. The heaviest item transported is a hydraulic surface grinder, weighing 5,000 pounds. Smaller items carried include perishable tools such as saw blades, drills, rotary files used for machining cavities in dies, and other similar items.

Each sawing trailer carries as regular equipment a display board showing the various types of cutting tools which are saw blades, file bands, polishing bands and a variety of other cutting attachments used in the regular operation of the equipment. Also on the display boards are mounted actual metal parts sawed, filed and polished on the equipment. Shown,



**SHOWROOM ON WHEELS:** DoALL's 115 salesmen take close-tolerance machine tools, some weighing 5,000 pounds, on calls, backing claims with on-the-spot plant demonstrations.



market for his...  
tors and fosters a subterranean  
romance in this rollicking tale  
by William Hazlett Upson.

are...  
velop jet planes that will fly  
faster than the other fellow's.

disease among an...

**"I LIKE TO READ THE ADS IN THE POST"**  
Week in and week out, year in and year out, people tell us they like to read the  
advertising in The Saturday Evening Post—far more than in any other magazine.

**FOR AN ADVENTURE**  
in better living—  
explore the exciting  
advertising pages of  
each week's Post.

**DID YOU KNOW** that much of the  
interesting, informative advertising in  
the Post appears in no other magazine?

## DON'T MISS THIS GREAT FEATURE

Advertising about each week's  
Saturday Evening Post appears  
regularly in the nation's lead-  
ing newspapers.

And a regularly advertised  
feature is the advertising  
pages of the Post.

**THE PERFECT SHOPPING**  
**GUIDE:** Ask for the  
names you have learned  
to know and trust  
through the advertising  
pages of the Post

**THE SATURDAY EVENING**  
**Post**  
JANUARY 31, 1948 15¢

**... you decided to modernize your kitchen?**

The very first thing you'd do would be to look through the ad-  
vertising pages of the Post. Here America's leading manufac-  
turers proudly parade their products for your approval.  
You will also find a generous additional helping of other facts,  
action, and fun in this week's issue of the Post.



**THE SATURDAY EVENING**  
**Post**  
FEBRUARY 21, 1948 15¢

**THE LEADING MANUFACTURERS**  
of women's and men's wear  
use Post advertising pages  
to bring you the latest news  
of quality products.

You'll find the  
brand names you  
know and respect  
on the advertising  
pages of the Post!

**SATURDAY EVENING**  
**OST**  
10, 1948 15¢

**SPUR SALES WITH**  
**\$100,000**

**WORTH OF KNOW-HOW!**  
**AT NO EXTRA COST!**

Let AHREND's 55 years of achievement in merchandising-by-mail boost business for you! Our top-flight sales engineers, writers, artists, direct mail specialists have won 29 National Awards for AHREND clients in the last 4 years!

**FOR RESULTS, CONSULT THE FIRM WITH THE HABIT OF SUCCESS!**

**D. H. AHREND CO.**

*Creative Direct Advertising*

333 E. 44th St., N. Y. 17, MU 4-3411

*Ask your  
 agency's  
 media  
 director -*

**NATION'S  
 BUSINESS**

*is the HOT book  
 in the business  
 field!*

too, is three-dimensional cuttings of parts which is unique and revolutionary insofar as machine tools are concerned.

This contour saw, as the salesman stands ready to demonstrate, can cut anything—every known metal, marble, granite, glass, plastics, wood or cloth—anything in the world except diamonds.

One convincing demonstration shows how a round hole or any other shape can be made by sawing inside a metal block, slab or shape. The saw blade is cut and threaded through a hole bored through the material being processed. The two ends of the saw blade are then welded together instantaneously using an automatic electric butt welder which is a part of the equipment of each machine. When the job is done the saw blade is cut again and unthreaded.

A circular calculation plate on each machine acts as a job selector dial. By turning it to reference on material being cut the operator knows instantly without referring to any book or remembering, just what saw blade to use and how fast to run it to get the best cutting results. Various sawing speeds are regulated through finger tip controls. The slowest speed of one saw available is 50 feet to the minute, the fastest 15,000 feet or almost three miles per minute. Selection of saws and speeds for all types of materials have been arrived at by painstaking laboratory tests. So the job selector relieves the operator of working out the problem himself or relying on guess. Experience is not a necessity.

#### **How to Demonstrate**

The demonstrating salesman shows the prospect how to cut parts on a template, how to machine a die, how to do straight ripping, cut-off operations, etc. He demonstrates how, with the contour saw, clean cuts can be made without wastes due to chipping and filing as is usual in older methods. Tedious hours of slow hand work are thus often eliminated on a single job, the salesman-demonstrator explains and proves.

In preparation for his sales-demonstration work each salesman, before he can take the road, is required to qualify himself with a six-weeks training course and he must work two weeks in the factory on the assembly line putting the machines together and taking them apart. Training is done both in DesPlaines and Minneapolis plants.

Each of the more than 60 trailers is equipped with an inventory check list. This is important as from day-to-day a trailer could pass from one salesman to another. Thus, if any

part of the equipment is damaged or anything is missing the report gets back to general headquarters immediately. Should any parts or tools be stolen, that is known at once. This means complete and continuous maintenance. It guarantees that every trailer is kept completely supplied and in perfect operating condition at all times.

Demonstration trailers were put into the field in 1935, which means that they have been tested for 13 years with the exception of a part of the war when they were used more for educational work than for sales purposes.

#### **Selling Salesmen**

After the war, a change came in the field. Management saw a need for more intensive specialty selling. Salesmen had not been out selling for some years and new salesmen had been put on. Management looked about to find some way to convince salesmen that the demonstration was the best selling tool they had. The problem: How to get them to demonstrate enthusiastically.

The answer to this came through a contest. Merchandise prizes were awarded to various salesmen, not on a basis of sales, but for the number of demonstrations they made. Prizes were awarded each week. The upshot was that salesmen began to demonstrate with vigor and in so doing convinced themselves that sales follow demonstrations.

"We've got a lot of money invested in these trailers and the equipment they carry," explains L. R. Rothenberger, general sales manager. "What good are they unless they are used? By giving an added incentive to get demonstrations we got the men into the habit of demonstrating. Some of our new men had never sold by demonstration before and didn't know what it was.

"When they saw that a good demonstration got the order faster, easier and surer they were all for it. The prize contest changed doubt into belief. We found that after a demonstration or two, followed by a good order, the salesmen were better convinced by their own acts than they could have been with hours of lectures by management."

#### **Who Pays Damage?**

Many of his friends, a good proportion of them sales managers, Mr. Rothenberger says, have been doubtful that trailers can carry delicate and complicated equipment long without having it get out of kilter due to road jars, shaking up, the elements and other factors. DoALL, with years of experience, has found that

**SALES MANAGEMENT**



## THE PRESIDENT:

### *Heard from...but not often seen*

Although his door is usually closed to your salesmen, the department store president can kill an old, or okay a new line so fast it would make your sales curve tremble. A man of many and quick decisions, he acts on his own accumulated knowledge and the concerted advice of his team.

What kind of knowledge is he collecting about your line? Reports drifting in from other stores or

third-hand sales points passed from salesman to buyer to president? Or — facts routed straight from you to him — via the Department Store Economist?

What kind of advice does he get from the team — when he asks advertising and display men about promotion possibilities, checks profit margins with the controller, gets the merchandise manager's slant on inventories and turnover? Even if you *do* sell the buyer, make that sale doubly sure by knowing you have the President's "Yes".

The team and the team alone can move merchandise in volume *in* and *out* of department stores. Tell them in the magazine they read, the Department Store Economist — the key to the closed doors.



## DEPARTMENT STORE ECONOMIST

C.C.A.

100 EAST 42d ST., NEW YORK 17, N. Y.

A Chilton  Publication

*Key to the Closed Doors*

APRIL 1, 1948



# There Are TWO Sides to

# The **DETROIT** Story!

*Among the Nation's 5 Largest Cities, DETROIT is . . .*

**FIRST**

*in effective buying income per family!*

**FIRST**

*in retail sales per family!*

**FIRST**

*in factory weekly earnings!*

**FIRST**

*in factory wage rates!*

**FIRST**

*in home ownership!*

**FIRST**

*in drug store sales per family!*

**SECOND**

*in food sales per family!*

**SECOND**

*in car ownership!*

**THIRD**

*in factory employment!*

**FOURTH**

*in population!*

*Among Detroit's 3 Newspapers, The DETROIT NEWS is . . .*

**FIRST**

*in trading area circulation weekdays and Sundays!*

**FIRST**

*in home-delivered circulation . . .*

**FIRST**

*in total advertising lineage!*

**FIRST**

*in practically every major classification of retail and national advertising!*

**FIRST**

*in classified advertising—more lineage than both other papers combined!*

**FIRST**

*in effective circulation—reaching 65% of Detroit's auto owners, 64% of the home owners, 63% of the total income!*

*423,493 total weekday circulation—  
538,751 total Sunday circulation*



National Representatives: Dan A. Carroll, 110 E. 42nd St., New York 17—The John E. Lutz Co., Tribune Tower, Chicago 11

Owners and Operators of Radio Stations WWJ, WWJ-FM, WWJ-TV  
SALES MANAGEMENT

the equipment takes all that is required of it.

"I can prove this point by one experience," he declares. "We equipped one trailer with an automatic inspection device which is so sensitive and accurate that it will check to 10,000,000ths of an inch. It is so well balanced and so well mounted that it works perfectly after nine months of use. It is still going. I think that should answer anyone's question."

Other sales managers have brought up the question of responsibility for damage. Crack-ups are possible, they say, and if a salesman might be charged with damage may not he hesitate or balk at taking out a machine? Suppose a costly piece of machinery, say a contour saw, worth upwards of \$1,000 goes over an abutment into a stream, burns in a wreck or is hit by a train? What then?

DoALL has provided for such exigencies by carrying full insurance on not only the trailer and its equip-

ment but on the salesman's car as well. This requires a special form of insurance but it protects the salesman and takes a load off his mind.

Any salesman going from plant-to-plant with his demonstration trailer will, in course of time, meet thousands of problems and conditions. He is expected to have the know-how that will enable him to meet all of them. A few simple examples will give the idea as:

1. Lathe Boring and Turning—To bore a 12-inch hole in a 1½-inch steel plate by the boring and turning method may take as much as three hours. The steel removed is reduced to chips and lost. The contour saw will do the same job in one hour and the disc removed can be saved for other purposes.

2. Contour Shaping.—The shaper, removing metal a chip at a time, means monotonous hours of work. Much good steel is wasted. Contour sawing gives smooth, straight cutting within .005 of the line and, in some cases, in one-tenth the time it takes on a shaper.

"Stack sawing" with the contour saw is something else often used for salesmen's demonstrations. If thin pieces of metal, all in the same shape, are wanted, it is possible to weld as many as 50 sheets at the corners and make them all at one cutting.

Of course, demonstrations are not made on all calls. By far the most of the calls made by DoALL salesmen are routine visits. Buyers know the line and what the tools will do. Many are users so calls are made to sell saw blades, file bands and various attachments.

### Arranging Demonstrations

When he gets a new prospect or when an old customer is in the market for a new tool, which is often, an appointment for demonstration is made. The wise salesman will know sometime in advance something of the nature of the proposed demonstration. He arranges for the demonstrator truck for the time of the demonstration. He couples it to the rear of his car and drives off.

When he arrives at the plant he pulls the cover from the trailer, runs his line into the plant to a socket, plugs in and is ready. Having had advance notice, the men at the prospect's plant who are most interested in the demonstration are quickly ready. Some piece of work in preparation at the plant, often being machined out by slow motion, is brought to the trailer.

Just a few minutes of demonstration often clinches the deal. DoALL believes that showing makes believing.

## ARE YOU PROTECTING YOUR SALES PERSONNEL SELECTION AND TRAINING DOLLAR?

As a sales executive you are undoubtedly using many modern tools of your profession. But have you given full consideration to the possibility of reducing your personnel selection and training cost by separating it from the element of chance?

Just as sales analysis is an important factor in your production and distribution planning, psychological analysis should be an important part of your sales planning. It can not only control the costly margin of selection error, but can result in a program for improving salesmen and sales supervisors already on your payroll.

A request to us will bring full information on the use of testing by other sales organizations, and will tell you how to set up a program which you will direct, and which will be tailored to meet your specific sales needs.

**SADLER, HAFFER & ASSOC.**  
Personnel Management Counsel

333 N. Michigan Ave.  
Chicago 1, Illinois  
ANDover 1607

### PRICE RESEARCH

"The research approach to pricing is gaining wider acceptance among alert manufacturers. It involves the analysis of the following pricing factors:

1. The buying actions of your prospective customers — the long run effect of different prices upon your probable sales volume.

2. The behavior of your future costs.

3. The reactions of existing competitors.

4. The entry of potential competition — fancy profit margins stimulate encroachment.

5. The effects of cyclical fluctuations in national income.

6. The relation of your price to your sales promotion—pricing and sales promotion are competing alternatives for developing volume."

—JOEL P. DEAN,  
Professor of Business Economics,  
School of Business,  
Columbia University

# Today's Farm Market: It's Big, It's Rich, and It's Undersold

As told to James H. Collins by **ERWIN H. KLAUS,**  
E. H. Klaus & Co., Market Counsel and Sales Research

Six widely-held misconceptions are preventing many a manufacturer from cashing in on the unprecedented prosperity on American farms. Mr. Klaus nails them, one by one, and suggests a practical approach to farm sales.

With all their early and honest post-war planning for increased production facilities, American manufacturers apparently have paid little attention to the American farm market as a field in which to seek more customers for consumer goods.

Generally, the solution was to "go national" if they had been operating on a regional basis, or to intensify advertising, selling and distribution in the national market, if they were already covering the country.

From experience in surveying markets for manufacturers of that type, we believe that the farm market has

been overlooked—that it frequently offers manufacturers a better choice than going national, because it may be a regional market within their present urban market, or on the fringes, much more easily and inexpensively developed than national distribution could be developed.

We are speaking, not of tractors, tools, fertilizers and feeds which the farmer buys for his production, but of consumer goods which he would buy for his home—if they were more readily available. The number of lines not aggressively merchandised to the farm market is amazing, espe-

cially when it is remembered that these are the lines sold in large volume to city consumers.

We find that many manufacturers are kept out of the farm market by mental obstacles that bar them from thinking about it, much less investigating for facts. There are six "road blocks" that turn back many a manufacturer whose next logical field for more consumer business is the American farm market—and we shall deal with them separately:

**1—My product is too good for the farm market.**

To many manufacturers, farm market means only the farm as a factory, with its tractors, milking machines and sprayers. If they would think of the farm as a home, they would visualize country people as normal American consumers, buying everything that city people do, but being served through a separate distributive system.

A regional manufacturer happily discovered the farm market because he could not think of "going national." War raised him from cabinet-making into manufacturing, but he was still in the small business category. Looking for additional outlets that could be developed without too much expense or effort, he investigated a few key farm market cities, among them Fresno, Grand Junction, and Pocatello. In those cities he selected good retail outlets. He assisted them with ideas on store layout as well as display. With modest local newspaper and radio advertising, he established himself in a strong competitive position.

The notion that any product sold to city people is too good for country people price-wise is dispelled by facts on present-day farm incomes, compared with pre-war. There is a thriving farm market for those who will do a better merchandising job.

For those who hold this belief, it is a challenge to get some facts about their particular farm market. Let them go to the smaller cities in the territory where they are now selling to city customers, learn about the retail and wholesale channels that serve



*"Use the house phone, sir, and see if All-Star Aluminum Pots are at home!"*



TABLE A

## Farm Income Rise 1940-1947 Demonstrates Farm Market Growth

Figures in Millions of Dollars

	1947*	Rank	1946†	Rank	1945†	Rank	1940†	Rank
Maine.....	158.8	38	154.0	38	133.0	38	52.9	40
New Hampshire.....	53.9	46	52.0	46	51.0	46	20.9	45
Vermont.....	105.0	44	102.3	44	89.3	45	41.0	43
Massachusetts.....	189.5	36	176.8	36	164.6	36	75.5	35
Rhode Island.....	20.6	48	19.8	48	18.7	48	9.9	48
Connecticut.....	135.2	41	130.5	41	123.7	41	57.0	37
New York.....	789.2	13	785.1	12	726.3	12	318.3	7
New Jersey.....	259.8	34	252.5	34	227.0	34	98.9	29
Pennsylvania.....	695.9	15	676.8	14	610.0	14	268.2	10
North Atlantic.....	2,407.0	..	2,349.8	..	2,144.4	..	1,015.6	..
Delaware.....	88.9	45	86.1	45	96.9	43	17.3	46
Maryland.....	209.3	35	206.9	35	199.1	35	64.9	36
Virginia.....	400.4	26	370.9	26	344.2	25	114.1	25
West Virginia.....	115.7	43	114.5	43	96.6	44	39.3	44
North Carolina.....	802.6	12	764.4	13	638.4	13	221.7	13
South Carolina.....	325.5	30	320.7	28	252.1	33	98.9	30
Georgia.....	432.8	22	418.4	23	407.3	21	126.2	22
Florida.....	417.8	25	418.9	22	390.5	22	96.0	31
South Atlantic.....	2,793.0	..	2,688.9	..	2,425.1	..	776.4	..
Ohio.....	938.9	10	885.9	9	764.4	8	319.2	6
Indiana.....	921.7	11	889.7	11	726.3	11	268.7	9
Illinois.....	1,599.6	3	1,481.9	3	1,225.3	4	506.8	3
Michigan.....	701.1	14	664.3	15	552.9	15	221.6	14
Wisconsin.....	1,058.4	6	1,003.2	6	824.1	6	278.3	8
East North Central.....	5,219.7	..	4,904.3	..	4,092.9	..	1,594.6	..
Minnesota.....	1,178.4	5	1,107.9	5	901.0	5	360.6	5
Iowa.....	2,173.2	1	1,796.3	2	1,547.0	2	619.5	1
Missouri.....	947.0	9	893.2	8	737.7	10	255.7	11
North Dakota.....	556.1	17	519.8	17	482.4	17	120.3	23
South Dakota.....	555.1	18	514.0	18	437.0	20	110.0	26
Nebraska.....	952.6	8	874.0	10	753.3	9	220.7	15
Kansas.....	982.0	7	896.8	7	813.5	7	244.7	12
West North Central.....	7,344.4	..	6,602.0	..	5,671.9	..	1,932.5	..
Kentucky.....	478.8	20	458.0	20	441.0	19	142.9	17
Tennessee.....	422.2	24	413.8	24	353.4	24	115.8	24
Alabama.....	325.4	31	314.5	30	287.0	29	84.1	34
Mississippi.....	326.5	29	314.1	31	343.6	26	130.2	19
Arkansas.....	463.8	21	445.9	21	321.4	28	127.3	20
Louisiana.....	260.7	33	283.2	33	271.8	31	110.6	27
Oklahoma.....	552.8	19	532.5	19	477.1	18	165.5	16
Texas.....	1,463.0	4	1,427.9	4	1,315.4	3	449.5	4
South Central.....	4,293.2	..	4,137.8	..	3,810.7	..	1,325.9	..
Montana.....	331.4	28	315.7	29	269.3	32	88.8	33
Idaho.....	306.1	32	295.4	32	276.1	30	90.6	32
Wyoming.....	129.8	42	123.6	42	102.5	42	46.7	41
Colorado.....	427.0	23	406.7	25	384.9	23	126.6	21
New Mexico.....	156.6	39	150.6	39	124.1	40	54.0	39
Arizona.....	171.0	37	172.8	37	143.6	37	56.4	38
Utah.....	137.6	40	135.7	40	132.3	39	44.8	42
Nevada.....	34.6	47	33.2	47	29.8	47	13.3	47
Washington.....	556.4	15	524.5	15	497.1	13	140.3	18
Oregon.....	367.5	27	350.1	27	338.3	27	103.6	28
California.....	2,100.7	2	2,121.9	1	1,872.3	1	572.3	2
West.....	4,728.7	..	4,630.1	..	4,150.2	..	1,337.6	..
United States.....	26,786.9	..	25,322.9	..	22,295.3	..	7,982.6	..

\*Estimates by Economic Staff of E. H. Klaus &amp; Co., Los Angeles.

†Bureau of Agricultural Economics, U. S. Department of Agriculture.

TABLE A: The 1947 farm income estimates on this page were arrived at by comparing gross receipts for the first half of 1947 (released by the Department of Agriculture in September) with those for the same period in 1946, and by calculating price rises

in various farm commodities. The estimates are for gross cash farm income from crops and livestock. They do not include income "in kind" nor money received from investments, labor off-the-farm, etc. See page 99, for analysis of unit and per capita farm income.



# All in one package!

You must have thought often of the mighty important role shipping plays in your business and private life, for you depend on shipping for practically everything you eat, wear or otherwise use . . .

We of Railway Express know how diverse shipping requirements can be. With the addition of hundreds of new express cars, motor vehicles and other equipment, we are building our service to meet every one of your transportation needs.

Such improvements, as well as rising maintenance and operating costs, have made higher charges inevitable—but these charges will aid us in making Railway Express the high standard shipping service for you and for all America.



## RAILWAY EXPRESS



. . . Maintains 23,000 offices (there's one near your factory, office or home) . . . Uses 10,000 passenger trains daily . . . Has 18,000 motor vehicles in its pick-up and delivery services . . . Offers extra-fast Air Express with direct service to 1,078 cities and towns.



**NATION-WIDE RAIL-AIR SERVICE**

the rural trade, size up the competition, and merchandise aggressively.

The product cannot be too good. It is the merchandising that is not good enough.

**2—For the farm market, I would have to set up an entirely different system of distribution.**

How strange that 60 million rural Americans should live away from the 80 million dwelling in cities and towns!

Of course, they are not so remote—but the belief that they are not served by ordinary channels of distribution leads many a manufacturer to bar himself from the farm market.

An eastern stove manufacturer with rural distribution believed that he might increase sales by special advertising. His advertising agency submitted a sound program, using farm papers—the farmer's business papers—and local weekly newspapers. In the end somebody said, "Oh, farm people all read magazines and listen to radio programs; the present national advertising is doing the job." And nothing was done.

Selling to the farm market doesn't require radically different distribution channels. What is needed is a little different promotional activity to reach farm customers, and an extension to rural and small town dealers of the same merchandising aids that are now used in cities.

Most manufacturers entering this market for the first time make the mistake of merely extending their regular distribution organizations. That works only in some cases, because many types of outlets common in metropolitan areas are not found in smaller rural communities.

Regular wholesalers and dealers cannot always handle the distribution well enough. Entering the farm market requires a careful study of territory and of the distributive channels for a particular kind of product. The problem is complicated nowadays by reason of retail shifts taking place. Many small town independent retailers have lost ground to fast-spreading chains and mail order houses. The latter now do most of their business through their own retail stores.

Still, only a few independents have been driven out of business. Their farm customers are loyal to them—an important factor in measuring the size and stability of the farm market. Many have lost business, but are fighting back successfully, adopting improved merchandising methods, often self-serve, and improving their stores in appearance, lighting, layout.

This trend can be clearly seen in small town hardware stores. They are adding to their lines, offering much better merchandising service than they did pre-war. They are meeting competition not only of chains and mail order houses, but they are meeting competition of their own fellow townsmen in other trades, who are adding hardware items.

When it is remembered that 65% of all United States hardware stores are located in towns of under 2,000 population, the manufacturer looking toward extending his business into rural areas may draw two conclusions:

1. A large percentage of his consumers live in the country.
2. The small town dealer needs his merchandising and advertising support in his fight against strong competition.

**3—Not enough farmers have electricity, gas. My products need technical servicing. How could I reach customers living on scattered farms?**

This is an excellent objection to investigating the farm market, and until a manufacturer has the answers for his particular products, it would be best for him to stay out of that market. Because when anything on the farm goes wrong, it must be repaired immediately. The farmer cannot wait for the factory to send parts to him. His local merchant must have them in stock, must get prompt replacements from the factory, and must have the technical ability to either go to the farmer and make repairs, or tell his farm customer how to do it over the telephone.

The average farmer is himself a good trouble shooter; therefore care must be taken to see that his dealer has the knowledge to advise him, as well as a stock of parts, and especially that complete instructions go with the product—permanent labels on the product itself as well as instruction sheets.

Rural retailers need merchandising help in demonstrating such products as appliances. The farmer has to be shown. He wants to know what the article does, how it works and why, how to keep it working. The rural dealer needs cut-away models, display materials, informative literature, sales training, and local advertising. A common difficulty is when the producer of such sales aids investigates the farm market, he discovers that his point-of-purchase aids are all keyed to the city purchaser. The farmer wants to be shown how the device works on the farm. Use of city material should be avoided.

**SALES MANAGEMENT**

TABLE B

## Unit and Per Capita Farm Incomes Provide Market Leads

	Farm* Population	Rank	Number* of Farms	Rank	Unit Farm† Gross Income	Rank	Per Capita† Farm Income	Rank
Maine.....	158,564	35	42,184	33	\$3,160	33	\$841	33
New Hampshire.....	65,149	43	18,786	43	2,789	37	790	36
Vermont.....	95,275	41	26,490	39	3,371	32	937	28
Massachusetts.....	141,100	36	37,007	37	4,450	26	1,167	24
Rhode Island.....	15,624	47	3,603	47	5,194	20	1,198	23
Connecticut.....	90,723	42	22,241	42	5,560	18	1,363	19
New York.....	589,724	22	149,490	20	4,860	22	1,232	22
New Jersey.....	110,605	39	26,226	41	8,656	5	2,053	5
Pennsylvania.....	730,877	34	171,761	18	3,552	29	835	34
North Atlantic.....	1,996,641	..	497,788	..	4,306	..	1,074	..
Delaware.....	37,665	46	9,296	46	10,426	3	2,576	2
Maryland.....	194,169	32	41,275	35	4,823	23	1,025	27
Virginia.....	801,803	10	173,051	17	1,989	41	429	41
West Virginia.....	430,586	25	97,600	26	1,580	45	224	48
North Carolina.....	1,311,223	2	287,412	2	2,221	39	487	36
South Carolina.....	682,663	17	147,745	21	1,706	44	369	44
Georgia.....	1,015,444	4	225,897	7	1,803	43	401	43
Florida.....	244,366	30	61,159	31	6,385	13	1,598	17
South Atlantic.....	4,717,929	..	1,043,435	..	2,324	..	514	..
Ohio.....	842,385	9	220,575	9	3,466	30	908	30
Indiana.....	656,167	19	175,970	15	4,127	28	1,107	26
Illinois.....	759,429	13	204,239	11	6,000	16	1,613	16
Michigan.....	663,610	18	175,668	16	3,148	34	833	35
Wisconsin.....	719,913	16	177,745	14	4,639	25	1,145	25
East North Central.....	3,641,504	..	954,197	..	4,269	..	1,124	..
Minnesota.....	730,748	15	188,952	13	4,768	24	1,233	21
Iowa.....	792,159	11	208,934	10	7,405	8	1,953	7
Missouri.....	855,020	8	242,934	4	3,038	35	863	32
North Dakota.....	269,779	28	69,520	28	6,939	10	1,788	11
South Dakota.....	253,899	29	68,705	29	6,360	14	1,721	12
Nebraska.....	403,516	26	111,756	25	6,741	11	1,867	10
Kansas.....	480,469	24	141,192	22	5,764	17	1,693	15
West North Central.....	3,685,590	..	1,031,993	..	5,496	..	1,539	..
Kentucky.....	973,328	7	238,501	5	1,856	42	453	40
Tennessee.....	981,501	6	234,431	6	1,508	46	360	45
Alabama.....	1,000,657	5	223,369	8	1,284	48	287	47
Mississippi.....	1,050,444	3	263,528	3	1,342	47	327	46
Arkansas.....	782,520	12	138,917	23	2,314	38	411	42
Louisiana.....	594,127	21	129,295	24	2,103	40	458	39
Oklahoma.....	639,948	20	164,790	19	2,895	36	745	37
Texas.....	1,487,829	1	384,977	1	3,417	31	884	31
South Central.....	7,510,354	..	1,777,808	..	2,143	..	507	..
Montana.....	134,551	37	37,746	36	7,133	9	2,001	6
Idaho.....	162,194	34	41,498	34	6,654	12	1,702	14
Wyoming.....	53,424	45	13,076	45	7,835	6	1,918	8
Colorado.....	192,320	33	47,618	32	7,663	7	1,897	9
New Mexico.....	134,251	38	29,695	38	4,160	27	924	29
Arizona.....	64,928	44	13,142	44	10,929	2	2,209	3
Utah.....	99,989	40	26,322	40	5,010	21	1,323	20
Nevada.....	14,219	48	3,429	48	8,683	4	2,097	4
Washington.....	289,467	27	79,887	27	6,223	15	1,717	13
Oregon.....	221,399	31	63,125	30	5,359	19	1,528	18
California.....	536,672	23	138,917	23	13,478	1	3,476	1
West.....	1,805,404	..	494,455	..	8,394	..	2,299	..
United States.....	23,558,402	..	5,859,129	..	3,805	..	947	..

\*1945 Agricultural Census.

†Compiled by Economic Staff, E. H. Klaus &amp; Co., Los Angeles.

TABLE B: Per capita farm income figures on this page are based on gross income, and do not include farm wage earnings by workers. Neither do they include income "in kind", which would make a considerable increase, especially in Southern states, where

"living off the land" is a more important factor than it is on the large ranches, highly mechanized wheat farms, and the like, in Western states. Practical application of this table lies in its use in determining the relatively weak and strong farm market areas.



Pricing is especially important, because the farmer is alert to quotations on what he sells, and naturally examines the price of what he buys. He is thrifty—has sometimes had to do without things. He is a manufacturer himself, putting his money back into production facilities. He doesn't buy so much on a competitive basis, as he does by demanding proof of quality and performance. But if added value can be shown on premium-price merchandise, he is a good customer.

A survey of the farm market by territory often shows that farmers are equipped with electrical, gas and other services. The figures are surprising to most manufacturers who have never looked into the work of the Rural Electrification Administration, one of the most aggressive and successful Federal activities.

In 1935, only 11% of the Nation's farms had electricity, but the drive then started had, by 1947, increased electrification 52.9%. It is expected that by 1952 all American farms will be on power lines. Electrification is proceeding faster than the merchandising of appliances to meet the farmer's needs. It is estimated that as of

1948 he is short a billion dollars' worth of electrical appliances and light industrial equipment.

**4—Admitting what you have said so far, the farm market is too scattered for my business.**

Depending on where it is sought, the farm market is both thin and evasive, and at the same time highly concentrated. It is concentrated in the sense that 10% of the Nation's farms produce 50% of the entire farm output—and the top half of all farms account for 90% of the whole output.

This concentration of output makes it possible to reach various economic income groups in farm territory without too great an expense. Geographically, however, the customers may be scattered. True, there are concentrated farm areas with large incomes in California, Iowa, and other states. These are exceptions, not the rule.

Sales-wise the penetration can be measured by farm communities containing all income groups from highest to low. Any single group can be singled without geographical location,

for income, and the particular product to be sold, its uses, price, and so on. In a word, the farm market can be tailored to fit the product. Once the market has been located, then the manufacturer can plan his local advertising and dealer aid with certainty. He can be sure he is on a good target.

The farmer is a studious and appreciative reader of advertising that interests him for his home and for his farm plant. He is a careful reader, used to checking facts about farm equipment, feeds, fertilizers and other purchases that must be decided on facts. He is a customer with much of the viewpoint of the professional purchasing agent, even for the merchandise he and his wife are today considering for the home.

Advertising copy and illustrations must be checked for accuracy and completeness. They must be technically accurate for farmers. To show a cow being milked on the wrong side would nullify a dramatic picture that would attract city people, and would kill the farmer's belief in the accuracy of the advertisement and the product it offered.

Today's farmer is often a college

## TOPFLIGHT STRIPS ARE KEYED TO CLASS DISPLAYS

**Pictsweet frozen food distributor enthusiastic booster**

W. M. Walsh, partner in the firm of Morrison and McCluan, Pittsburgh, Pa., distributors of Pictsweet Frozen Foods enumerates the following reasons for his enthusiastic endorsement of Topflight point of sale strips. He says, "Our salesmen have found that Topflight Tape is the most convenient advertising material they can carry with them. Also, it is a hit with merchants everywhere.

### **No paste—no glue**

"Because these self-adhesive strips do not require messy sticking aids, and because they are clean and bright, they are readily accepted. Even on the newest, costliest types of frozen food cabinets, Topflight does not look out of place—it is keyed to the class of all cabinets."

Mr. Walsh is shown demonstrating the ease of application of a point of sale strip.

## TOPFLIGHT TAPE COMPANY

ERWIN HUBER, Pres.

YORK

PENNA.



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**FULL COLOR  
STANDS OUT!**

*Lithography*  
by  
**STECHER-TRAUNG**



*Yes,*  
**FULL COLOR  
STANDS OUT!**

Your advertising material needs FULL Color to do the job you need to do in this critical year. The dramatic sparkle of FULL Color—its selling power—its prestige-building qualities—all add up to a dynamic sales tool that really sells! Ask Stecher-Traung how you can have FULL Color literature—folders, booklets, mailing pieces, broadsides—at mass production economy—through its exclusive FULL Color “Gang Run” Process, or in special runs, if you prefer.

*Specialists  
in Full Color*

**ADVERTISING MATERIAL**

**LABELS   BOX WRAPS   GREETING CARDS**

**SEED PACKETS   FOLDING BOXES**

**MERCHANDISE CARDS AND ENVELOPES**

**STECHE-TRAUNG**  
**LITHOGRAPH CORPORATION**

Rochester 7, New York • San Francisco 11, California

**BRANCH OFFICES** Baltimore, Boston, Chicago, Columbus,  
Harlingen, Los Angeles, Macon, New York, Oakland,  
Portland, Sacramento, St. Louis, Seattle



## How It Works In Kansas

"The REA is covering the country almost entirely and there is good sale for all kinds of electrical equipment. That is one fine thing the Administration has done, for the farmer's wife is now getting some of the city luxuries. I notice the local REA has 750 customers for electricity at \$7.50 per month per customer. This will probably double or triple in the next four or five years. This county is pretty well covered. It makes business good in Council Grove for they come here for almost all their needs."

—A letter to SM from

**C. H. White, President,  
Farmers and Drovers Bank,  
Council Grove, Kan.**

graduate, operates on a business basis, uses adding machine as well as typewriter. He should be talked up to, not down to. Advertising should be directed to the farmer's wife, too. She is influential and advanced in her outlook and buying habits. The city woman has practically no advantages over her.

Careful consideration should be given to budgeting the advertising dollar earmarked for the farm market, and to scheduling the advertising. High readership and moderate media rates make it possible to attain results at moderate cost—but also to waste money and produce poor results.

Media selection is important. The farmer is on close terms with his local dealers, and an attentive reader of his farm papers and local weekly newspapers. Some of the state periodicals may lack glamor in contrast to national periodicals, but they penetrate, while it cannot be assumed that even the national farm publications do as good a local job in coverage. The farm market is so big—and farmers are so varied in their tastes and their interests—that no single publication can do the job. Just as in the case of the best urban families who read more than one magazine, so the best farm families enjoy variety.

Radio coverage is even more of a problem. Very little has as yet been determined about farmer listen-

ing habits, a grave shortcoming in planning for the farm market.

Outdoor advertising is in many farm communities a distinctly effective and economical medium, according to local coverage and rates.

**5—The farm market might be a good place to get rid of a surplus—we have no surplus.**

This is the reverse of the old idea that the manufacturer's product is too good for the farm market—and is just as untrue. Once upon a time the rural trade may have served for unloading seconds, old styles and models, and surplus production dumped without brand. But not today. The farmer has the money to buy quality and the latest products. His wife is an informed customer for the best, measured by value, but without extremes of fashion, or ornamental trimmings. Both know value when they see it.

For the manufacturer who primarily caters to city women, it is necessary to know the country woman and to ascertain, by survey, how the product suits farm conditions, and whether any modifications are needed in merchandising methods, or per-

haps changes in the product itself.

The farm woman lives in a more spacious way, has a larger family, runs her home partly as a department of the farm as a producing plant. There are hired hands to feed, peak seasons when the work force is larger. The farm wife also has her own production to attend to, such as poultry.

The city woman lives in an apartment, and often spends freely on appearance, as something necessary to her social position or her office job. The farm wife must consider practicability. She needs a cooking range of generous capacity. The city woman does nicely with a hot plate in a kitchen nook. The farm woman sees no point in following the most fleeting of fashions, but she does want to appear well in her own circle and she wants her family to appear well. For the city woman the "new look" is often a "must," because she is a private secretary, meets people, makes up part of her employer's public relations. But to the country woman there is no such compulsion. Her viewpoint is different; therefore the product appeal, merchandising scheme and advertising arguments have to be different—adapted to the farm



No. The only tune we play is better living in better homes. Our 100% service content screens out the casual amusement-seekers, and screens in over 3,000,000 husbands and wives whose big interest is home—and whose comfortable incomes go into things for home and family. Better look into Better Homes & Gardens!



AMERICA'S FIRST SERVICE MAGAZINE

## WHAT SHOULD YOU SPEND ON ADVERTISING TO BUSINESS?

by FRED BARRETT

Media Director  
Botten, Barton, Durstine & Osborn, Inc.

Some men ask their wives. Sometimes it's a matter of office politics. Usually the boss just lays down the law. But seldom is a business-magazine advertising budget determined by the function of the advertising itself.

Stop and think now. Do you feel that squeeze between rising sales costs and the stiff customer resistance to higher prices? Do you need a sales-and-advertising program which will cut your total sales cost?

Suppose your advertising in business magazines was planned as part of your total sales program. Suppose certain tasks were assigned to the business magazines in order to lighten the burden of your salesmen. *This approach could actually cut your total sales cost by plenty of per cent.*

So consider the advantages of the mass advertising now possible in general business magazines. To arouse initiative from your customers. To ferret out good prospects which your salesmen can't find.

With a modest budget you can blanket the entire American business community. Over one million sales messages each month of the year to help your salesmen do their job more efficiently.

After you think this over, you'll want to see to it that your business advertising budget is no longer approached lightly or in an arbitrary manner. Keep your sales objective in mind and then you'll know how much to spend for advertising to business men.

This column is sponsored by *Nation's Business* to promote the use of a "mass technique" in selling the business market of America.

Four leading general business magazines offer you in 1948 a combined circulation of 1,285,000 executive subscribers, over 15 million pages a year on 12-13 time schedule. The combined rate for a black-and-white page in all four papers is only about \$9.725.

	Net Paid Circulation	B&W page
Nation's Business .....	575,000	\$3,000
U.S. News-World Report .....	300,000	2,400
Fortune .....	235,000	2,900
Business Week .....	175,000	1,575

We'll be glad to give you case histories of advertisers who have found such "mass" selling profitable. *Nation's Business*, Washington, D. C.

Advertisement

woman as she really is.

It is necessary to find out what the farm market holds—not as a dumping ground, but as a market—and a very large and rewarding one when properly developed.

6—I admit that the farmer is prosperous today—but how about falling farm prices, and the next farm slump?

There is substantial evidence that the farm market has become more stable than it was in the past, because it conforms to the different national economy now in the making. Every year there are fewer farms, and this trend is likely to continue for some time. But with mechanization and other improvements in farming practices, the income *per farm* has been

"Farm machinery is cheap compared with the cost of farm labor. Machinery prices are 40% higher than in 1935-39, but farm wages are 240% higher. There is far greater danger of farms not having enough labor-saving machinery than too much."

A check list of consumer goods and industrial equipment for which the farmer is today in the market reflects the strength of that market:

- Air-conditioning systems
- Amusements
- Automobiles
- Auto parts, accessories
- Beverages (all kinds)
- Cameras
- Clothing (entire family)
- Coffee-makers
- Cooking utensils
- Cosmetics
- Dishwashers

**TABLE C**  
**Where to Market**

	% Number of Farms	% Unit Farm Gross Income
North Atlantic.....	8.6	9.6
South Atlantic.....	18.0	10.9
East North Central.....	16.4	18.4
West North Central.....	17.8	25.3
South Central.....	30.6	17.1
West.....	8.6	18.7
United States.....	100.0	100.0

TABLE C: This analysis is useful for determination of areas in which selective sales effort should be concentrated; or, if you are going after the national farm market, it reveals the areas in which a larger measure of marketing effort can be expected to pay off sooner and in greater volume in proportion to sales cost.

going up even more rapidly than total farm income.

That national economy, in spite of dislocations during the war, is driving to a higher living standard, with less liability to sudden changes than in the past. Farm income, farm production and farm spending reflect it as faithfully as do present-day city conditions.

From 1940 to 1947 farmers' financial assets rose from \$5 billion to \$22 billion, and physical assets (land, buildings, equipment, crops, livestock) from \$48.8 billion to \$88.7 billion.

The farmer is buying new machinery to such an extent that alarm has been expressed: Is he over-buying? *Banking*, journal of the American Bankers Association, recently said that he could be buying more:

- Drugs
- Education—private, business, correspondence schools
- Electrical appliances (all kinds)
- Food products (canned, frozen, packaged)
- Freezers (home)
- Furniture, furnishings
- Garbage disposal units
- Hardware
- Heating systems
- Incinerators
- Kitchenware
- Lighting equipment
- Motion picture equipment
- Oils
- Paint
- Pens
- Plumbing
- Radios
- Ranges

SALES MANAGEMENT

WHAT! NEWSWEEK IS ONE OF THE **TOP 4** OF ALL  
GENERAL MAGAZINES IN TOTAL ADVERTISING PAGES!  
HOW MANY PAGES DID THEY CARRY IN '47?

OVER 2800! AND THEY'VE GOT THE BLUE-CHIP COMPANIES,  
TOO. WITH GOOD REASON! FOR NEWSWEEK DELIVERS THE  
"TOP 700,000" AMERICAN FAMILIES... THE GREATEST  
CONCENTRATION OF LEADERS IN BUSINESS, INDUSTRY,  
AND THE PROFESSIONS OF ANY GENERAL MAGAZINE.  
AND AT THE LOWEST COST PER THOUSAND!





Records, players  
Rugs  
Shoes  
Sinks  
Soap  
Sports equipment  
Television sets  
Tires  
Travel  
Vacuum cleaners  
Washing machines  
Water heaters  
Water softeners  
Weed killers

Yesterday the farmer was not always a customer for these products. His accelerated buying, and an estimated shortage of \$1 billion in farm equipment alone, reflect his higher income, living standards and intensified farm mechanization. But shortages must not be taken as indication of a sellers' market. This is strictly a buyers' market, and the farmer's traditional independence will keep it so—perhaps for all time.

Two characteristics of this market should be kept in mind:

1. High teen-age potential. The farmer's children today want all the

merchandise that appeal to American youth everywhere. In 1948 close to two million farm boys and girls will be enrolled in some 75,000 4-H Clubs, exerting a strong influence on rural economic thinking.

2. A stable new market for medium-price luxury products. High food prices benefit the farmer. Raising a large part of his own food, that budget item is lower than for the city family, but true only in connection with fresh meats, vegetables, and fruits. On processed foods his market basket is huge.

Greater national non-farm population, and the continuing drift to cities, assures demand for farm products, regardless of exports—increased union growth, unemployment insurance, steady national income, and demand for farm produce. High national income has encouraged better eating habits which would be difficult to throw off. Electrification of farms within the next five years also opens a wide market for a complete line of electrical products.

Altogether, the American farmer is better off today than ever before—

in income, savings, and future possibilities. It is unlikely that sales to this market will ever again sink to depression levels. The Government parity program assures steady farm income until the end of this year; after that, other factors will support that income and the farm market.

There is only one cloud on the horizon. During the war years a new type of farmer, the "suitcase farmer," moved into the Great Plains, buying large tracts of land on speculation, exploiting it for wheat growing, and creating a new "dust bowl" hazard. This area, 1,200 miles deep, 500 miles wide, containing about 400 million acres, or nearly one-fifth of the land in the United States, is cause for alarm on the part of conservationists. The danger of another dust bowl is increased by severe cuts in the Government's soil conservation service. Another dust bowl would put a serious crimp in the national farm market.

Otherwise, what J. Pierpont Morgan said about the United States generally may be paraphrased: "Never bet against the American farmer."

**Stroock** FROM THE WORLD'S BARDEST FIBERS TO THE WORLD'S FINEST FIBERS

VICUNA	KASHMIR	CAMEL HAIR	HUARIZO	ALPACA	SURI	MISTI	LLAMA	GUANACO
Reaching the highest peaks of the Andes, the vicuna and guanaco are the finest and softest fiber known to man. Vicuna cloth is the world's softest textile and is rare, only one out of every four million animals can produce a usable coat for exquisite beauty in fabric. Stroock Vicuna Cloth is without peer.	The fine undercoat fibers of the Kashmir Goat has, since time immemorial, been recognized as one of Nature's choicest products. Its texture is the entire range of the Kashmir's smoothness, in various days. Kashmir Cloth reached with previous garment with almost for the rapid rates of royalty. Valley, Stroock Kashmir Cloth are the epitomes of luxury.	Close to the skin of the Desert Camel, best of breeders in Tibet, Mongolia and China, grows the soft fine down used in the finest camel hair cloth. The world's most perfect textile in texture and resistance to heat and cold, pure fine camel hair cloth is the ideal fabric for year-round wear. Stroock "Warwick" Camel Hair Cloth is acclaimed throughout the world.	Offering of those softer and lighter than the Huarizo, the Huarizo is a natural, soft, resilient and resistant fabric. Huarizo Cloth made from this fine fiber is a distinctive trademark of Stroock. It comes in a variety of rich undyed colors, is glorious in the touch and is fabric remarkable for its continuing quality.	In the present days, the fleece of the Alpaca, native of Peru and Bolivia, has been woven into fabrics of glorious texture and design. Because of this wonderful fiber, it is one of the most valued animals in the world. Stroock Alpaca Cloth tends to be particularly in the making of fine apparel for men and women. Its remarkable quality makes it a first choice of American designers.	Because it is a soft super-soft of Alpaca, the Suri's fiber, according to its best fiber is usually found in many other and longer and longer than Alpaca and of their dimension, but fabric, another achievement of Stroock is softness in its appearance and grain. "Gentle to the touch," it opens the respect of the discerning.	Progeny of Alpaca father and Llama mother, the Suri produces a fiber with the softness and softness of Alpaca plus an individuality all its own. Suri Cloth, the distinction of being the first to produce fabrics made from this fiber which texture made another, resistant and warm-weather fabric. Fabrics made from this fine fiber are remarkable for their softness and softness. Stroock is proud to have been the first to produce cloth of this quality.	Alpaca, Llama and Suri, the three main types of the "Big of the Andes" group, are every beautiful fiber. Llama Cloth, soft, beautiful and warm, is a larger variety of softness and softness than any other fabric. Its highly insulating qualities make it suitable for use in all climates. Stroock is proud to have been the first to produce cloth of this quality.	Another of the Llama, the wild and rare Guanaco is found in Patagonia and Sierra del Tuzo. The Guanaco and is particularly the Government's sole source of precious a glorious, soft fiber which has been adopted by Stroock for unique types of fabric for men and women. Guanaco Cloth is distinctive, delicate and beautiful.

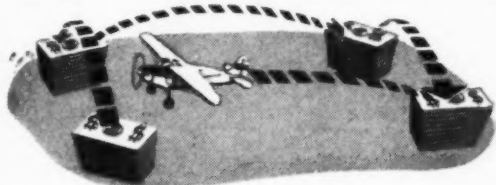
**Stroock**  
CREATOR OF AMERICA'S MOST DISTINGUISHED WEARERS

**Textile Text:** To teach retail salespersons and students at textile schools the ABC's of fabric identification, S. Stroock & Co., New York, has prepared this educational chart. It is designed to show the characteristics of Stroock fabrics—vicuna, llama, kashmir, alpaca, huarizo, guanaco, musti.

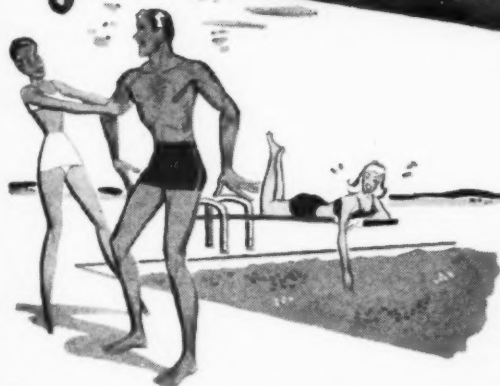
# TO LADIES WITH Traveling Husbands

Here's How Yours Can Cover More Territory—Make More Money—Yet Spend More Time at Home!

1. Man, how that man of yours can get around in a Cessna 140! Its 450-mile range and over 125 m.p.h. top speed shrink territories... free him from sleeper hops, railroad schedules—or hours of bucking traffic on crowded highways!



3. Home for dinner...after four big sales in four widely separated cities! He'll really "bring home the bacon" with a Cessna! For Cessna offers practical, all-metal-structure, cross-country airplanes... with comfortable seats and luxurious quiet cabins... at light training plane prices!



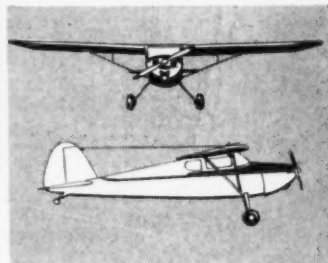
4. P.S. Think of the Fun You'll Have! Cessna's range and speed put dozens of wonderful week-end and vacation spots within easy reach. And flying a Cessna is not expensive... service and depreciation are low and you get over 20 miles per gallon of gas.

APRIL 1, 1948

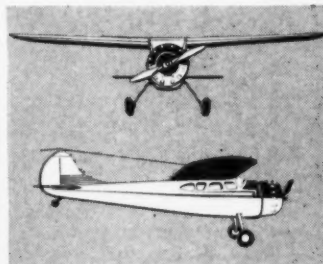
**NEW C-90 CONTINENTAL ENGINE**  
in the Cessna 140 develops more horsepower at less RPMs—provides faster take-off and climb, substantially greater cruising speed, far quieter operation.



## ONLY CESSNA OFFERS A Complete Line of Personal Planes



**CESSNA 170:** The low-cost, 4-place "family car of the air." Easy to fly—economical to operate—plenty of room for the whole family plus luggage. 145 h.p. Continental Engine—over 120 m.p.h. cruising speed—over 500-mile range. Ideal for business, too!



**CESSNA 195-190:** Practical 4-5 place personal or company airliners. All metal—airline-type engines—Hamilton Standard Constant Speed Propellers—every safety and comfort feature. Yet surprisingly economical to own and operate. You get about 12 miles per gallon of gas! Both cruise at over 160 m.p.h. and have ranges of more than 700 miles.

**Attention, Operators! Make More Money with the CESSNA 120**  
Identical with the 140 (described at left) except it has an 85 h.p. engine, less luxurious interior and is not equipped with starter, generator, battery or flaps.

**Students prefer side-by-side instruction!... Gas consumption compares favorably with 65 H.P. Trainers!**

Profitable instruction can be carried on in winds at least 10 miles higher than those that ground most light planes! More hours in the air! Lower maintenance! High re-sale value!

### MAIL THIS COUPON NOW...

Cessna Aircraft Company, Dept. SM  
Wichita, Kansas

Please send free literature giving complete description of the Cessna 120, 140 ☐; Cessna 170 ☐; Cessna 190, 195 ☐. Additional material for model builders ☐

Name

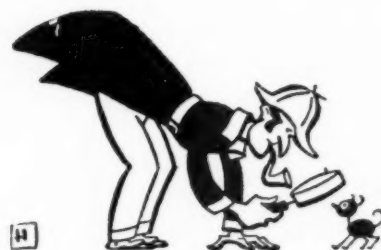
Street No.

City

County  State

# HOW MUCH DOES GOOD RESEARCH COST?

**It need not be expensive—**



That is, what does it cost you to hire a research organization?

Perhaps you have been wondering whether a new label is just what you ought to have. Possibly you want to know whether your competitor's products are selling better than yours in Terre Haute or Kokomo. Probably there are a lot of facts about your business or your competitor's on which you can build greater profits.

Good research need not be expensive. Of course, the price depends upon the amount of work done. It doesn't vary with the capitalization of the company. We billed one of the top-flight industrial concerns \$51 for one small job.

Other recent bills were \$250 and \$325.

Not long ago a concern asked four research organizations to bid on a certain job. These bids were \$4,000, \$8,000, \$15,000 and \$37,500. Ours was the highest. But ours was accepted because we showed the prospect just how he would profit largely from the sort of survey we planned.

It costs nothing for you to tell us what problems you would like solved.

## **NATIONAL ANALYSTS, Inc.**

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SAN FRANCISCO

EXECUTIVE OFFICE

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PHILADELPHIA 2, PA.

*A Complete Marketing and Research Organization with National Coverage*



# 6 Ways to Set Up a Basic Stock & Automatic Re-Order System

BY JAMES C. CUMMING • Vice-President, John A. Cairns & Co., Inc.

Without some form of control over stocks of your line in department store outlets, you know that profitable volume can slip away. Mr. Cumming lays down ground rules, but you and your retailer must tailor a system for your needs.

In a recent SALES MANAGEMENT article\* on the department store controller we mentioned the controller's interest in stock controls. Today, it is imperative that you, too, as a manufacturer, take a keen interest in maintaining the stock of your line in the department stores through which you sell. This interest must go far beyond occasional spot checks of individual stores and petulant letters complaining that they have allowed your merchandise to run out of stock.

There is a very good reason why maintaining an in-stock condition is a major problem with the modern department store. It is that, in almost all departments, stock control depends on periodic stock counts by the sales people. Counting stock is monotonous. It's uninteresting. And it must be sandwiched in at times when the salespeople aren't busy selling, and when they would much rather be arranging stock or just relaxing. It's work that they resent. Consequently, when they do it, they do it in a haphazard manner. Mistakes and oversights are frequent.

What can you do about this situation? You can assume some of the responsibility for control yourself!

## Systems Used

Many manufacturers already do this. The headquarters of one of the leading department store groups recently investigated the stock control systems in use in its stores. It found 103 different systems in use. Out of these, 46 were installed by manufacturers.

The results of such installations are sometimes startling. One of the greeting card manufacturers, for example, found that installation of an automatic re-order system increased sales

more than 50%—just because it insured the wanted cards being in the stores when customers wanted them.

Setting up an automatic re-order system is bound to start with the setting up of a basic stock. That's where most manufacturers throw up their hands and toss the whole problem back to the retailer. How can you, operating out of Chicago, let's say, set up a workable basic stock for stores in as widely separated points as California, Texas and Virginia? The answer is, you can't. It's impos-

This is another in a series of articles by Mr. Cumming on how to sell to the department store market. Previous articles have appeared in SM, Sept. 15, Oct. 15, Nov. 20 and Dec. 15, 1947, and Jan. 15, Feb. 15, March 1 and March 15, 1948.

sible. The minute you try to carry the whole load of setting up a model stock and supplying a flow of re-orders, you are inviting a host of troubles. You will find that the buyer will hold you responsible if any of your numbers don't sell. After all, you shipped them to him. You will find that seasonal and sectional differences will alter demand so that individual stocks will soon become badly lopsided. And you will find that the "averages" on which you base your model stocks are, like all averages, completely wrong when they are applied to any specific store.

But you *can* get buyers in each of the stores through which you sell to work out sensible, workable basic stocks for your line.

So what do you do to set up a basic stock and an automatic re-order system? You start by getting each buyer with whom you work to outline the basic stock he thinks is right

for his store. This *can* be done by mail, but it is best done in a face-to-face talk between your salesman and the buyer.

Then you make it clear that your basic stock is flexible—and that it is the responsibility of the buyer to keep it changing as conditions change. This is the point that will spell the difference between success and failure in the operation of your basic stock system. You must leave the responsibility for the operation of his department with the buyer, and you must make it clear to him that you are doing so. All that you are taking away from him is a certain amount of drudgery and routine work that will leave him free to do more important things with his time.

How does the basic stock remain flexible? We'll show you as we discuss control systems, for different products call for different types of controls, and the mechanics of keeping the basic stock flexible will vary with each.

First, let's look at the way the greeting card people operate. Hallmark, Norcross, Rustcraft and Volland have a control problem that is similar to that of any other manufacturer of items with a relatively small unit sale. They have solved it by setting up a re-order system that starts with the display fixture provided for the display of the cards. There's a slot in the fixture for each card in the store's stock, and a model stock—with maximum and minimum figures for every card—is set up for each store. The reserve stock is kept in a bin below the display fixture, and the buyer places the manufacturer's re-order card at the point in the reserve stock where each number should be re-ordered.

## How It Works

An example may make this clearer. Let's say that the model stock of a Birthday card to Mother indicates a maximum of 24, and a re-order point of 7. The tickler card for the re-order is placed on the buyer's desk. When the order is written a notation is made on the tickler card showing the quantity ordered and the date of the order, and the tickler goes back to its place in the reserve bin. When

\* See "How a Big Store Controller Evaluates Your Wares," SM, 15 Dec. 1947, p. 122.

# Attention . . . Sales MANAGER

**PROPER EQUIPMENT  
IS HALF THE SALE**



H95A

## HEAVY DUTY SAMPLE BAG

Top Grain Cowhide in Black or Brown. Cowhide straps completely around form into handles at the top. Individual lock-stitching. Bottom heavily reinforced. Wide center pocket and a narrow pocket on each side. Adjustable lock.

H95A . . . . .	16" x 11" x 5 1/2"	14.85
H96A . . . . .	18" x 12" x 7"	16.50
H97A . . . . .	20" x 12 1/2" x 7"	19.75



L67A

## EXECUTIVE BAG

Lock and frame. Brass Yale Lock. Wide center pocket and narrow pocket on each side. Reinforced corners. Heavy stitching. Brown or Black Top Grain Cowhide.

H65A . . . . .	16" x 12 1/2" x 5 1/4"	15.75
H66A . . . . .	18" x 13" x 6 1/2"	17.75

## BRIEF BAG

Solid bottom. Reinforced corners. Lock and frame style. Brass Yale Lock. Wide center pocket and narrow pocket on each side. Black or Brown Top Grain Cowhide.

L67A . . . . .	16" x 12" x 7"	21.45
L68A . . . . .	18" x 13" x 8"	24.00

Write for Luggage Catalogue W

\*Above net prices subject to 20% Federal Excise Tax

**LUXOR LEATHERCRAFT  
CORPORATION**

29 W. 34th St., New York 1, N. Y.

the re-order is received, the tickler card is again placed seven cards from the end.

Flexibility? It's complete in this system. Notice that the tickler card is a signal—not a demand—that a re-order should be sent. If the buyer feels that the card in question has turned into a slow seller, he can drop it and order another number. If he finds that sales have speeded up, he can move the re-order point to 14, 24, 100 or to any other number he wishes, while at the same time he increases the quantity in his model stock—and, naturally, in his re-order.

Furthermore greeting card companies keep a watch over buyers who may be re-ordering in too mechanical a fashion by making adjustments, themselves, for seasonal and sectional fluctuations. They go out of their way to keep their retailers out of hot water.

## Bulky Stock

This type of control works equally well for the Spool Cotton Co. Because thread is a day-in, day-out seller with little seasonal fluctuation, Spool Cotton's basic stock set-up is more rigid than that of the greeting card people. The re-order system, based on a minimum quantity in the reserve stock, is quite similar.

Second, let's suppose your product has a higher unit sale than notions or greeting cards, and is physically more bulky. Overalls, wash dresses, slips and similar items are examples of this type of merchandise.

Your basic stock problem remains about the same. You should line up a sensible, flexible basic stock showing the quantity of each style and size that will constitute a maximum and minimum stock. But your system of maintaining that stock will probably be quite different.

The method most frequently used by manufacturers whose lines fall in this category is the split-ticket system. You are probably quite familiar with it. The size ticket on each garment

splits in the middle, with duplicate information as to size, color and style given on each half. When a sale is made, half the ticket remains on the garment; the other half is torn off by the salesperson or by the girl at the wrapping desk and dropped in a box in the department.

## Automatic Re-order

Some manufacturers have made their split-ticket re-order systems completely automatic by having the ticket stubs mailed to them by the buyer at intervals of one or two weeks. The manufacturer then makes up the re-order from the stubs, and the stock is constantly being replenished in each store.

In the interest of flexibility, however, it is better to have the buyer write the order after reviewing the stubs. That will encourage him to check his stock carefully—in case a green salesperson may have forgotten consistently to drop the stubs in the box. It will give him an opportunity to allow for seasonal variations and to take advantage of sudden changes in demand. He *can* do all this by means of notations when the stubs go directly to you, but *will* he?

Third, let's look at a system that's still more simple—but that depends on a stock count. A number of manufacturers use a four-column form, with the name and number of the item in Column 1, the quantity in the basic stock in Column 2, space for a stock count in Column 3, and space for office figuring in Column 4.

This form is mailed to each retailer every two weeks. The buyer enters the stock count and mails it back to the manufacturer. The buyer may also, if he wishes, change the quantity indicated for the basic stock. The manufacturer subtracts the stock count from the basic stock; the difference constitutes the re-order.

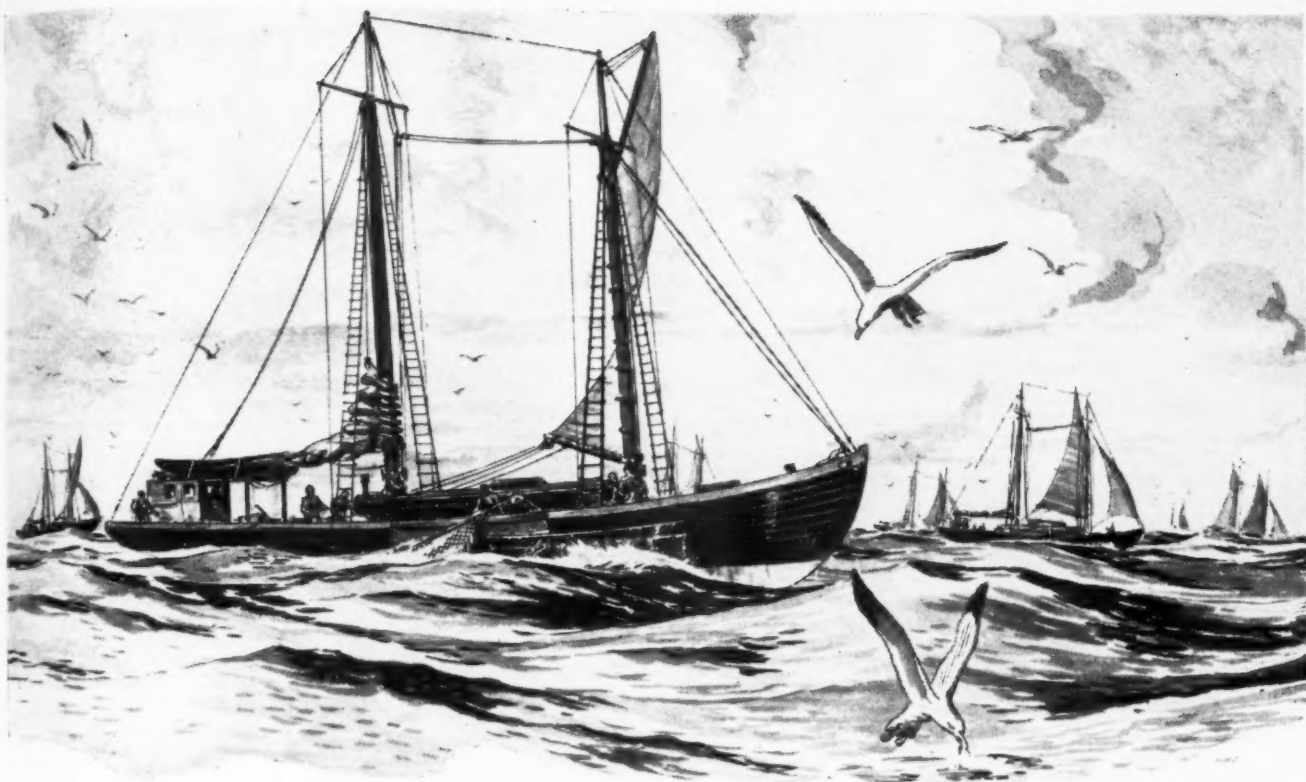
## Provides Reminder

This system obviously has the drawbacks we have already ascribed to the stock-count method in use in stores, but it has certain advantages to the manufacturer that make it much better than no system at all. It provides a regular system of reminding the buyer that it's time to check the stock. It also allows the manufacturer to see which stores are really keeping up-to-date on their stocks of his merchandise, and to keep a particularly close eye on the others.

Fourth, a similar system with a slight variation calls for use of inventory mailing cards which the buyer keeps in his desk for mailing to the manufacturer at regular intervals. One user of this device is the Arrell



They're to be found in the building supply industry right now. But, you've got to know "pay dirt" when you see it.



## *It takes the* **FLEET** *to make the* **BIGGEST CATCH**

New England is the third largest market in the United States for population density and buying power.

Yet to reach all of New England's important markets with two or three stations is practically impossible.

You need local impact in the many important city and suburban trading zones.

Yankee's 23 home-town stations provide this impact. Each of these home-town

stations is dialed for local, regional and coast-to-coast programs — has the local acceptance, the responsive audience you need for direct sales stimulation in every neighborhood trading area.

Through Yankee — and only through Yankee — you can reach 89.4% of New England's radio homes. That kind of coverage is bound to produce for you in this volume market.

*Acceptance is* **THE YANKEE NETWORK'S** *Foundation*

# **THE YANKEE NETWORK, INC.**

*Member of the Mutual Broadcasting System*

21 BROOKLINE AVENUE, BOSTON 15, MASS.

Represented Nationally by EDWARD PETRY & CO., INC.

APRIL 1, 1948





When Detroit  
started making  
**HORSELESS  
CARRIAGES**

... publications  
that are now in  
the Haire group were being read by  
top stores like J. L. Hudson Co.



... and  
**TODAY**

... the modern Hudson  
Store, like hundreds of other great  
stores subscribe to *all* the Haire mer-  
chandising publications.



**MORE EFFECTIVE BECAUSE  
THEY'RE MORE SELL-EFFECTIVE**

**HAIRE**

**SPECIALIZED  
MERCHANDISING  
PUBLICATIONS**

1170 BROADWAY, NEW YORK 1, N. Y.

110

Co., manufacturers of women's scarfs.

The store sets out with a basic stock of two to 10 dozen Arell scarfs. The Arell system fits the individual needs of the store, is flexible, and keeps the merchandise in stock. Here's the way an Arell advertisement in *Women's Wear* described the system:

### 370 of America's Leading Stores

#### Are Now Using This Perpetual Inventory Plan

- You are privileged to return for full credit, at any time, part or all of our merchandise which is shipped on consignment.
- With each shipment we send you self-addressed inventory mailing cards, to be mailed to us every two or three weeks. The only essential thing for you to do is to fill out an inventory card every two or three weeks for each item and color you have in stock.
- Every time we make you a shipment, we send the buyer a duplicate invoice. This enables you to make out an order for the merchandise before it arrives, if the routine of your store so requires.
- Under this Plan, we keep your store stocked with a three-week supply of merchandise at all times. If you sell 6 pieces of our numbers a week, we will keep your total stock at about 1½ dozen. If you sell 10 dozen a week, we will keep you stocked with about 30 dozen, and in the particular item and colors that you are selling.
- As the seasons change we will withdraw unseasonable items and keep you supplied with new numbers.

Fifth, a system that meets certain limited conditions is used by some hardware manufacturers. The retailer gives the manufacturer an "open-to-buy" expressed in dollars. The manufacturer gets regular dollar volume reports from the retailer and fills in stock on the basis of these.

Sixth, a system that is still for the future involves the use of IBM punched cards. So far as we know, no manufacturer is using such a system, although Sears, Roebuck & Co. used it as long ago as 1935 for the control of women's shoes. As operated by Sears, the system consisted

of including an IBM punched card, carrying the size and style number of each pair of shoes, in the box with the shoes. When the sale was made the punched card was dropped in an envelope—and the envelope was sent to headquarters once a week.

At that point, the name of the store was written at the top of an

order form. The punched cards were fed through an order writing machine, and the entire order was completed mechanically. Flexibility was provided by permitting the division head to indicate speed-ups of sales of particular numbers when he sent his cards in, or to pull out the cards of shoes that were selling slowly, and which he wanted to drop.

You can't turn to anybody for ready-made help in providing a system for your use. You'll have to work it out for yourself. Remington Rand has record cards that you can use to help you maintain your automatic re-order system and that you can install in stores to help your retailers maintain their basic stocks of your merchandise. International Business Machines has punched-card devices that may help you. So far, however, neither has a completely worked-out automatic re-order system that a manufacturer can install in his retail outlets.

Perhaps this is just as well. Your system will probably be better if you think it out for yourself, with the help of your retailers, and if you have it tailor-made for your own specific requirements.



Because BSN brings news that its readers convert into sales, it's the best messenger for your sales-message.

**The Army is  
Big Business  
in Washington's  
Second Market!**

Official U. S. Army Photos



- 1—Unit mechanics work over a "Jeep".
- 2—Pre-Arctic training—Mt. Rainier.
- 3—"Flying Boxcar" from McChord Field.
- 4—Air view; part of Madigan Hospital.

*Tacoma's Four Military  
Establishments Account For  
An Annual Payroll of over*  
**\$23,850,000.00**

ADJACENT to Tacoma's city limits are four major permanent military establishments—Ft. Lewis, McChord Field, Madigan General Hospital and the Mt. Rainier Ordnance Depot. Combined military and civilian payroll is close to two million dollars per month. According to the best available figures, over six and a half million was spent last year for construction, maintenance and subsistence. Yes . . . the army IS "big business" in Tacoma-Pierce County—another reason why this thriving metropolitan area ranks solidly as the Second Market of Washington State.



**A "Must Buy"  
and Here's Why!**

The dominant News Tribune delivers a full 79% coverage of Tacoma-Pierce County homes. The second Tacoma paper just 51% . . . the Seattle morning and evening papers only 10% and 5%.

**The  
TACOMA  
News Tribune**

Now Delivering More than 60,000 Daily!

APRIL 1, 1948

# PREFERRED

... for above-average consumer response to advertising ...

## BANGOR, ME.



19 consecutive months a Preferred City-of-the-Month on Sales Management's High Spot Cities list ... for 18 of those month's highest city in Maine in retail sales gain over 1939.

## BANGOR DAILY NEWS

Maine's Largest Daily Newspaper

Represented Nationally by  
SMALL, BREWER & KENT



—that you're in business to do business; that you're on the lookout for immediate sales.



**CAR WASHING MADE A CINCH:** New device involves no splashing, no drying. It reaches hard-to-reach places under the fenders and between the wheels.

## ... coming your way

..... **car washer** enables one to impart a clean and lustrous finish to a car within a few minutes. Because the long handle of this "Town and Country" washer reaches ever, part of the car it eliminates any climbing over or under the vehicle. The device is of non-rusting aluminum, is three feet long, and is equipped with a circular replaceable brush. It may be attached to any garden hose. The flow of water is controlled by a special pistol grip valve which fits comfortably in the palm of the hand. A supply of "Magic Flakes" cleanser, enough for 20 washes comes with the new washer. The operator dips the brush part into a sudsy solution made with the flakes and then washes the car from its top downward. Then the valve on the long handle is pressed and the flow of water rinses off all the suds. The entire weight of the unit is less than three pounds. . . The washer also may be used for cleaning walls, floors, windows, porches, boat decks and sides. It is a product of Craig-Mark Corp., 286 Fifth Avenue, New York, N.Y.

..... **sport-a-pipe**, a portable pipe holder, fits any belt and is available in three shades of cowhide, brown, black and natural. It is expected to find wide acceptance with sportsmen and outdoor workers. Besides keeping the pipe conveniently at hand it has an-

other advantage—it keeps pockets clean. The holder is made by G & R of California, 5429 Laurel Canyon Boulevard, North Hollywood, California.

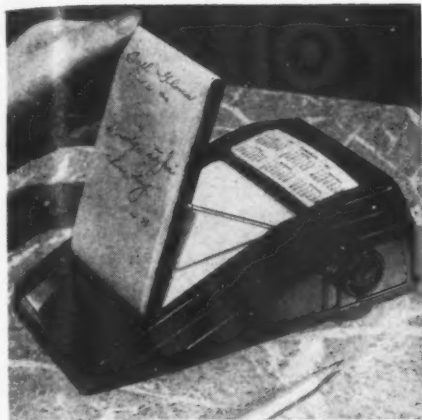
..... **permanote**, an innovation in desk pads, enables the user to keep a neat, continuous record of notes and engagements. Paper is wound on a spool operated by a Tenite knob on the side of the plastic case. The paper feeds off the spool onto the pad's writing bed and up and around a flat mov-



**FOR PIPE SMOKERS:** Handy leather sling of sturdy cowhide, slips over the belt.

SALES MANAGEMENT





**NOVEL DESK PAD** provides a record of notes and business, social appointments.

able section which fits onto the pad's writing bed and pivots on two wires attached to the housing. The paper, on the writing surface, when covered with notes, may be flipped out of sight by turning the panel over—and it can be turned and rolled back should one wish to refer to it again. The Permanote is being introduced by Permanote Inc., Brown Bldg., 4th and Chestnut Streets, Philadelphia 6.

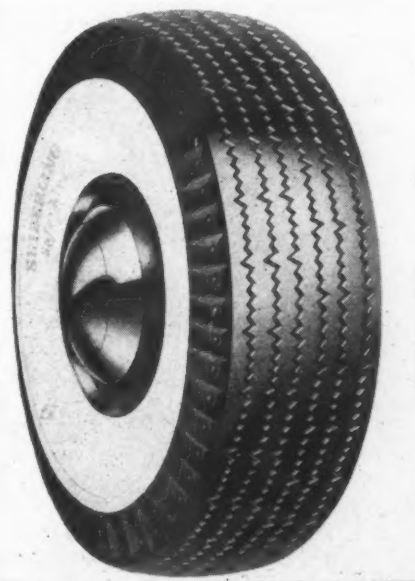
..... **tally-lite**, an electrically illuminated tally board, throws a clear light on tally sheets and speeds checking and entering where there is little light available. It eliminates the need of awkward flashlights and the fire hazards from lanterns and matches. Because of this safety factor, the manufacturer points out, it can be of particular value in industrial plants and places where there is poor illumination for checking and time study work. The light assembly, (back board, clamp, and batteries) is designed for heavy duty use yet the entire unit weighs only 24 ounces. Tally-



**FOR CHECKERS AND DISPATCHERS:** Tallying unit leaves hand free to make entries.

lite is manufactured by Clyne Mfg. Co., 2619 Colerain Avenue, Cincinnati, Ohio.

..... **safe-aire**, extra low pressure tire, has patented "heat vents" in the tire shoulder which ventilate the tread area and dissipate excess flexing heat. Another feature is a tread design which is claimed to furnish the maximum possible non-skid traction. The new tread embodies "claw grips" that extend from the central saw-tooth tread at intervals. This development, it is said, provides 10% more traction than the saw-tooth tread alone, and 23% better traction than cross-sliced treads. The Safe-Aire tire will be placed on the market by the Seiberling Rubber Co., Akron, O.



**BUILT FOR SAFETY:** New low pressure tire features "claw grip" tread for traction.

..... **warmtone fluorescent lamp** approximates successfully the familiar warm color of incandescent bulbs. The lamp has an increased efficiency of about 7% over corresponding wattages of standard white fluorescent lamps. It is designed for use in homes and retail stores. Warmtone fluorescent store lighting presents merchandise in the same general color atmosphere as that in which it will be used, thereby eliminating customer dissatisfaction resulting from changed appearances of goods under different types of lighting. Available now in 20-watt and 40-watt sizes, the lamps will soon be produced in 15-watt and 30-watt sizes. Development of Sylvania Electric Products Inc., 500 Fifth Ave., New York City.

## FOOD FOR THOUGHT

The Food and Household Product advertiser may now keep in "constant contact" with 15,664,335 homes. . . .

. . . Have the endorsement and over-the-back-fence, housewife to housewife copy of Jessie DeBoth — "millions of housewives know, she knows."

— Exclude competition —  
"while you are in competition is out" . . .

—And through high readership of small copy keep well within budgetary limits.

Let us give you details.

### "JESSIE'S Notebook"

DE BOTH FEATURES  
420 Lexington Avenue  
New York 17, N. Y.

DE BOTH FEATURES  
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KNOW

# SULLIVAN?

. . . Then you are not covering the Sundries Market because Sullivan publishes MODERN SUNDRIES . . . and MODERN SUNDRIES covers the Sundries market.

It will pay you to know SULLIVAN and MODERN SUNDRIES.

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be interested in  
all or any part of our  
services. Send for  
"How We Put 'Ditch-Digging'  
Advertising to Work."

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"DITCH-DIGGING"  
ADVERTISING  
to Work

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**Building  
Supply  
News** **Bigger  
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Now**

**Not tomorrow, but now. Let  
BSN help you do it!**

# What Does a Young Sales Manager Need to Know?

Long on enthusiasm, quick to learn, but short on practical experience. That's the position of many a young sales executive. Here's a checklist to guide him over the hump.

During the war we often heard this: "Just wait until the young fellows come back and get into selling. Brother, will the dry bones stir!"

Well, it has happened. They are back, and selling, and many a youngster's ability has lifted him into a sales manager's job. And now the young men find themselves short of background. Plenty of energy and ambition, and quick mastery of selling by doing—but how about the broad knowledge that comes through experience?

What should a sales executive know? How can he learn it? Last year the Sales Executives Club of Los Angeles assigned this problem of background to a special committee. It was far from simple, and took several months of hard digging.

In March, the first class was started on a "clinic" basis. Nearly 50 subjects, covering the responsibilities and abilities of a sales manager, were divided into six groups, for that many study periods.

How important these subjects are to a young working sales manager is to be decided by the students themselves. Later classes may study these subjects, or eliminate some and substitute others.

Here is the clinic course, arranged for afternoon classes from 4:00 to 6:00 P.M., at two-week intervals, under George C. Juet, salesman as well as business teacher, who is conference leader of the clinic:

## First Session—Qualifications of the Sales Manager

1. Product knowledge
2. Advertising cooperation
3. Company policies, including sales policies
4. Selecting salesmen
5. Training salesmen
6. Sales management statistics
7. Salesmen's compensation
8. Supervision
9. Sales promotion
10. Dealer relations
11. Consumer relations
12. Market analysis and research

## Selection of Salesmen

1. Application
2. Tests
3. Interview
4. Compensation

## Second Session—Training

1. Product
2. Sales fundamentals
3. Statistics
4. Promotion
5. The sales meeting
6. Printed word, pictorial presentation, vocal presentation
7. Compensation

## Third Session—Sales Managers' Statistics

1. Market analysis
2. Market research
3. Territorial analysis
4. Territorial research
5. Territorial control
6. Territorial supervision
7. Salesmen's reports

## Fourth Session—Supervision

1. Selection
2. Training
3. Supervision
4. Statistics
5. Compensation
6. Authority

## Fifth Session—Sales Stimulation

1. Advertising
2. Campaigns
3. Contests
4. Use of special presentations
5. Bonuses

## Sixth Session—Sales Policies and Responsibilities of the Sales Manager

1. Co-ordination with company policies
2. Training salesmen on policies
3. Industry cooperation

**SALES MANAGEMENT**

## Readers' Service Can Furnish These Reprints

Send order with remittance to Readers' Service Bureau, Sales Management, Inc., 386 Fourth Ave., New York 16, N. Y. These reprints may be ordered by number:

### NEW REPRINTS

172—Are Your Salesmen Equipped To Prove Quality? by Burton Bigelow. (Price 5c)

171—Four Practical Approaches to Packaged Food Merchandising, by Frank L. McKibbin, Jr. (Price 10c)

170—How to Train Salesmen For a Buyers' Market. (A selected group of articles on the theory and practice of sales training.) (Price \$1.00)

169—ABC's of Effective Sales Training, by William Rados. (Seven articles.) (Price 50c)

168—What Kind of College Training for Careers in Sales? by Robert S. Wilson. (Price, 5c)

167—The Passion for Inquiries, by Cheltenham Bold. (Price 5c)

166—65% of the Men We Hire Now Stick and Succeed, by George L. Todd. (Price 5c)

165—Ten Ways to Avoid Aimless Interviews with Sales Applicants, by Lewis Llewellyn. (Price 5c)

### ADVERTISING

160—National Brands Now Get Full Recognition in Kroger Chain. (Price 5c)

159—Does It Pay to Repeat an Ad? Tests Say "Yes." (Price 5c)

158—Primer on Prize Contests, by Frank Waggoner. (Price 5c)

138—How to Increase Salse Through Better Media Selection, by Arthur Hurd. (Price 25c)

### MANPOWER PROBLEMS

163—Bigelow-Sanford Pay Plan Teams Salary with Two-Way Incentive. (Price 5c)

155—Morale in the Sales Force: What Can We Do To Keep It Healthy? by R. L. Cain. (Price 5c)

145—Five Yardsticks for Measuring a Salesman's Efficiency, by Richard S. Crisp. (Price 10c)

142—Paying for Sales: Some Compensation Principles and Practices. (A portfolio of 13 articles.) (Price 50c)

131—Hiring Will Be Easier—If You Blueprint Your Salesmen's Jobs, by Edwin G. Flemming. (Price 5c)

130—How to Spot, Appraise and Spike Grievances Among Salesmen, by Robert N. McMurry. (Price 5c)

129—How to Solve Salesmen's Auto Cost Problems, by R. E. Runzheimer. (Price 10c)

### PACKAGING

162—What Women Like and Dislike About Packages Today. (A survey of housewives in ten cities.) (Price 25c)

### SALESMANSHIP

164—How To Sell To Dealers, by W. C. Dorr. (Three articles.) (Price 20c)

161—Why I Lost That Order. (Price 5c)

149—Salesmanship as a Profession, by Robert S. Wilson. (Price 25c)

126—What Makes a Star Salesman Tick? by Jack Lacy. (Price 5c)

### REFERENCE TOOLS

144—A Current Reading List for Sales Executives and Salesmen. (Price 25c)

## Printers' Ink Census Study Re-emphasizes Predominance of *Skilled Workers in Worcester*



Of the 34 different Metropolitan Districts surveyed by Printers' Ink February 27, Worcester ranks third with 48% of total employed listed as skilled workers under the headings of Craftsmen and Operatives. Only 3% are laborers, THE LOWEST OF ALL 34 districts. These are the factors applied to Worcester's more than 750 different business enterprises which keep this market stable, with average industrial wages of \$53.00 per week, and average retail purchase for all families at \$4,032. Complete coverage of this market is yours with the Worcester Telegram and Gazette, daily circulation over 140,000, Sunday over 100,000.

*The* **TELEGRAM-GAZETTE**  
WORCESTER, MASSACHUSETTS

GEORGE F. BOOTH, Publisher

MOLONEY, REGAN & SCHMITT, INC., NATIONAL REPRESENTATIVES

OWNERS of RADIO STATION WTAG



# **A Decisive Majority for The Weekly Star**

By their voluntary subscriptions and renewals Mid-Western farmers have indicated their overwhelming preference for The Weekly Kansas City Star.

Twice a year there is available an authentic count of subscriptions sent by mail direct to farm publications. Here are the figures for the three leading Missouri and Kansas farm publications for the six months ended December 31, 1947:

**Subscriptions  
by Mail Direct  
to Publisher**

<b><i>The Weekly Kansas City Star.....</i></b>	<b>23,039</b>
<b><i>Second Farm Paper in Missouri.....</i></b>	<b>3,024</b>
<b><i>Second Farm Paper in Kansas.....</i></b>	<b>2,298</b>

## **The Weekly Kansas City Star**

**LARGEST FARM WEEKLY CIRCULATION IN AMERICA**

**441,392 Paid-in-Advance Subscribers**

## Selling Yourself to Prospective Salesmen

How to use low-pressure recruiting for high-caliber salesmen.

The New England Coke Co., Boston, is licking its manpower recruiting problem with a 16-page, inside pocket-size booklet, "So You Want to Sell?"

To the hand-picked prospective salesmen to whom New England Coke presents this booklet, the company plainly states its purpose: "To build our sales organization to normal strength, it is important for us to find the *right* man. And we're sure that it is equally important for you to determine whether this is the *right* company, in the *right* field and with the *right* position for you. That is why we ask you to read this booklet through carefully and thoughtfully."

The booklet sells the prospect on the advantages of a sales career. It gives the prospect a checklist by which he can compare himself with the qualities desired in a good retail salesman. This leads into a discussion of what The New England Coke Co. has to offer to him now and in the future.

### Want to Sell?

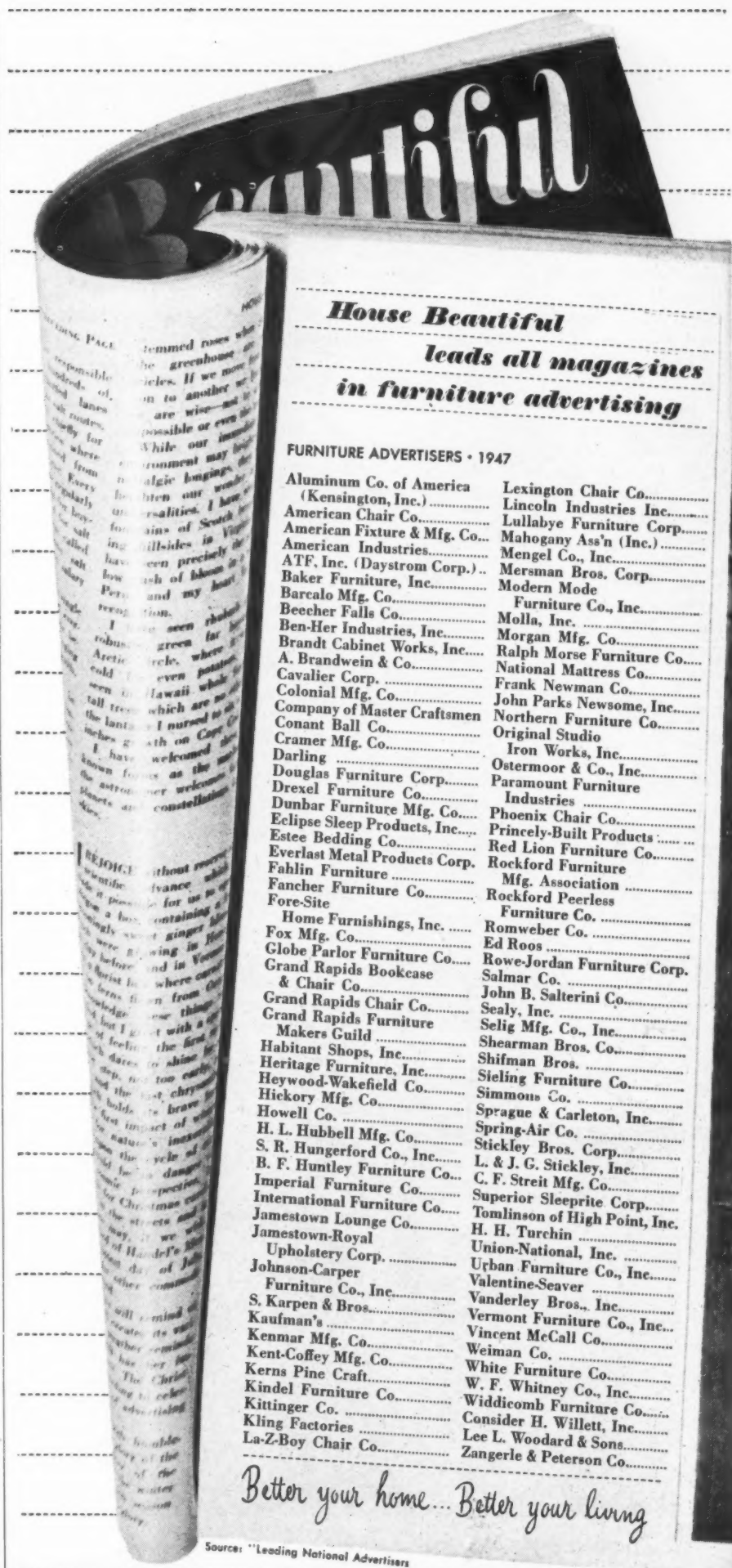
"So You Want to Sell?" is handed to prospects at selected places. For example the booklet is given out by employment agencies to those men who are able to meet initial requirements.

At intervals, New England Coke advertises for salesmen in classified newspaper advertisements. The booklet is mailed to those applicants answering the ads who appear to have the best qualities.

New England Coke's own salesmen distribute the booklet to men they feel would be happy and who would make good in this type of sales job. The booklet is given to men who apply directly to the company's executive offices. With these 3 means of distribution, the booklet can reach a wide group of men.

The brochure is low-pressure recruiting. "We don't try too hard to sell anyone anything too strongly," explains Wallace G. Strathern, who is director of training and employment supervisor for New England Coke. It's just as harmful and futile to over-sell a prospective salesman as it is to over-sell a prospective customer."

APRIL 1, 1948



**House Beautiful**  
leads all magazines  
in furniture advertising

FURNITURE ADVERTISERS • 1947

Aluminum Co. of America (Kensington, Inc.)	Lexington Chair Co.
American Chair Co.	Lincoln Industries Inc.
American Fixture & Mfg. Co.	Lullabye Furniture Corp.
American Industries	Mahogany Ass'n (Inc.)
ATF, Inc. (Daystrom Corp.)	Mengel Co., Inc.
Baker Furniture, Inc.	Mersman Bros. Corp.
Barcalo Mfg. Co.	Modern Mode Furniture Co., Inc.
Beecher Falls Co.	Molla, Inc.
Ben-Her Industries, Inc.	Morgan Mfg. Co.
Brandt Cabinet Works, Inc.	Ralph Morse Furniture Co.
A. Brandwein & Co.	National Mattress Co.
Cavalier Corp.	Frank Newman Co.
Colonial Mfg. Co.	John Parks Newsome, Inc.
Company of Master Craftsmen	Northern Furniture Co.
Conant Ball Co.	Original Studio
Cramer Mfg. Co.	Iron Works, Inc.
Darling	Ostermoor & Co., Inc.
Douglas Furniture Corp.	Paramount Furniture Industries
Drexel Furniture Co.	Phoenix Chair Co.
Dunbar Furniture Mfg. Co.	Princely-Built Products
Eclipse Sleep Products, Inc.	Red Lion Furniture Co.
Estee Bedding Co.	Rockford Furniture Mfg. Association
Everlast Metal Products Corp.	Rockford Peerless Furniture Co.
Fahlin Furniture	Romweber Co.
Fancher Furniture Co.	Ed Roos
Fore-Site	Rowe-Jordan Furniture Corp.
Home Furnishings, Inc.	Salmar Co.
Fox Mfg. Co.	John B. Salterini Co.
Globe Parlor Furniture Co.	Sealy, Inc.
Grand Rapids Bookcase & Chair Co.	Selig Mfg. Co., Inc.
Grand Rapids Chair Co.	Shearman Bros. Co.
Grand Rapids Furniture Makers Guild	Shifman Bros.
Habitant Shops, Inc.	Sieling Furniture Co.
Heritage Furniture, Inc.	Simmons Co.
Heywood-Wakefield Co.	Sprague & Carleton, Inc.
Hickory Mfg. Co.	Spring-Air Co.
Howell Co.	Stickley Bros. Corp.
H. L. Hubbell Mfg. Co.	L. & J. G. Stickley, Inc.
S. R. Hungerford Co., Inc.	C. F. Streit Mfg. Co.
B. F. Huntley Furniture Co.	Superior Sleeprite Corp.
Imperial Furniture Co.	Tomlinson of High Point, Inc.
International Furniture Co.	H. H. Turchin
Jamestown Lounge Co.	Union-National, Inc.
Jamestown-Royal Upholstery Corp.	Urban Furniture Co., Inc.
Johnson-Carper Furniture Co., Inc.	Valentine-Seaver
S. Karpen & Bros.	Vanderley Bros., Inc.
Kaufman's	Vermont Furniture Co., Inc.
Kenmar Mfg. Co.	Vincent McCall Co.
Kent-Coffey Mfg. Co.	Weiman Co.
Kerns Pine Craft	White Furniture Co.
Kindel Furniture Co.	W. F. Whitney Co., Inc.
Kittinger Co.	Widdicomb Furniture Co.
Kling Factories	Consider H. Willett, Inc.
La-Z-Boy Chair Co.	Lee L. Woodard & Sons
	Zangerle & Peterson Co.

Better your home... Better your living

Source: "Leading National Advertisers"

# Media and Agency News

## NEWSPAPERS

*The New York Times* published its foreign travel supplement, Sunday, March 15. In the 52-page International Travel Section 357 advertisers from 35 travel areas in 18 foreign countries were represented.

The first section of its kind to be published by *The New York Times*, it has given "a concrete demonstration by countries outside the United States that American tourist travel plays an important part in their economic efforts," according to Dr. Eric W. Stoetznner, director of foreign business promotion for the *Times*.

Despite its austerity program, Great Britain was represented by the largest number of advertisements, covering 10 pages in the tabloid supplement. France came next with seven.

The largest single advertisement in the section was the two-page advertisement of the Government of Haiti. Switzerland, which had never before advertised for tourist business in an American newspaper on such a large scale, and Turkey, making its first bid for American tourists with a full-page spread, also were represented. Other countries utilizing the section were Sweden, Belgium, Holland, Italy, Canada, Egypt, Denmark, Bermuda, Cuba, Peru, Mexico, British West Indies, and the Dominican Republic.

Seven more members of the American Newspaper Advertising Net-

work, Inc., have become activated during the past month and are able to accept Network orders for advertising.

The newly activated newspapers are: the *Los Angeles Times*; the *San Francisco Chronicle*; the *Press-Telegram*, Long Beach, Calif.; the *Fresno Bee*; the *Sacramento Bee*—all basic A.N.A.N. members in the Pacific Coast Region; also the *Modesto Bee*, an associate member in the Pacific Coast Region; and the *Dallas Morning News*, a basic member in the Southwest Region. These seven newspapers have a combined weekday circulation of 972,045 and a combined Sunday circulation of 1,320,396.

The Network, Edward D. Madden, executive vice-president of A.N.A.N., points out, is rapidly approaching 100% activation of its entire membership. Its total membership now includes 54 newspapers in 51 cities with an aggregate circulation of 13,718,178 on weekdays and 17,340,254 on Sundays.

The annual directory of mat services made available by manufacturers to retail advertisers, published by the Retail Division, Bureau of Advertising, A.N.P.A., has been mailed to the 1,074 daily newspapers comprising the membership of the Bureau.

Containing a listing of almost 1,000 advertised consumer products for which retail promotional aids have been developed, the 50-page directory includes mention of free mats,

association advertising services, and mats available in support of special seasonal or institutional campaigns.

The directory is indexed according to 20 retail classifications and contains specific information on the names of products for which the mats are available, the types of mats issued, and their sources.

John Giesen, director of the Retail Division, has announced that the listing is available to all retailers through member newspapers of the Bureau of Advertising. He has also announced current plans for the preparation of the next issue of the mat directory, to be released in the early months of 1949. All manufacturers who wish to have notice of their retail advertising aids included in the forthcoming issues of the directory are invited to notify the Division of the nature of their mat services. All



HAROLD L. BEHLKE is elected by board of directors to position of vice-president in charge of advertising, The United States News Publishing Corp., publisher of the U. S. News-World Report.

information should be addressed to Retail Division, Bureau of Advertising, 370 Lexington Ave., N.Y.C., 17.

The *San Francisco Examiner* has assumed exclusive sponsorship of the "Grocery Store Inventory of the San Francisco Bay Area Market"—the extensive monthly survey of retail food store sales, distribution and inventory in the nine Bay Area counties. It was begun in March, 1947, as a cooperative service to advertisers by Bay Area newspapers, and it was set up and operated according to the standards of the Bureau of Advertising, A.N.P.A., and conducted by Kellogg and Associates, a San Francisco research firm. The survey remains the only service of its kind in operation in this area today.

## MAGAZINES

General Omar Bradley, chief of staff, U. S. Army, will speak at the

SALES MANAGEMENT



DEMONSTRATION of Proctor Neverlift Iron televised by Philco Station WPTZ, Philadelphia, for Pierce-Phelps, Inc., in lieu of sales meeting for its dealers.



**Your ad  
in the Locally Edited's  
will be read  
without this!**

You don't have to shout or stand on your head to get attention for your ad in the Locally Edited Gravure Magazines. Our readers are in the right mood for reading your message. It enters their homes as part of a magazine they take pride in...one they *enjoy* reading. *Why?* Because each of the Locally Edited Magazines *mirrors the local scene* with pictures, articles and stories about people, places and events right in the reader's own home town and state.

Shoulder-to-shoulder with such local features, your advertisement will receive top readership. *Authoritative readership surveys prove this\*.*



Eight weekly newspaper magazines featuring The Local Touch for highest reader interest, for greater advertising value. Total circulation: over 1,650,000.



San Antonio Express

Louisville Courier-Journal

Columbus Dispatch

Atlanta Journal

New Orleans Times-Picayune-States

Indianapolis Star

The Nashville Tennessean

Houston Chronicle

\*Ask us to show you! Contact any of the following Representatives: Branham Company, Jann & Kelley, John Budd Company, Kelly-Smith Company, O'Mara & Ormsbee, Sawyer-Ferguson-Walker Company.



NEW LOOK for *Outdoor Life*, appearing with April (50th anniversary) issue, approved by (l. to r.) A. C. Strasser, magazine consultant; Raymond J. Brown, editor; R. Hawley, art director. Magazine's current circulation: 700,000 net paid.

banquet which will conclude the first day's session of the second annual magazine forum of the National Association of Magazine Publishers in the Waldorf-Astoria Hotel, New York City, April 27. The forum will continue through April 28 with "A Greater America through Wider Understanding" as the general theme. General Bradley's subject for the banquet, to be held in the grand ballroom of the hotel, will be "The Challenge to America."

Walter D. Fuller, president of The Curtis Publishing Co., and chairman of N.A.M.P., has announced the appointment of John W. McPherrin, editor of the *American Druggist*, as general chairman of the forum.

It is expected that more than 1,500 editors and publishers of magazines and their guests will be present. The association represents 386 magazines with a total circulation in excess of 120,000,000.

Program details are being completed rapidly, according to Mr. McPherrin. The morning of April 27 will be devoted to reports on the subject, "Understanding the World." The noon luncheon on that day will have as its topic, "How Brave Is the World?" In the afternoon the subject of "Understanding America" will be discussed.

On the final day the morning topic will be "The Challenge to Business" and the final session, a luncheon meeting, will present "The Challenge to Editors."

*Harper's Magazine* will adopt a larger space size and improved advertising format with its July, 1948, issue. Approaching its centennial

anniversary, it is the oldest general monthly magazine in the country, having been established in 1850, and it has always been printed in what is known as "standard" size. The new size, which measures  $8\frac{1}{2}$  by 11 inches, parallels that of most general monthly magazines, and the weeklies and business papers. The new type page size will be 7 by 10 inches, and the advertising pages will be set in three columns,  $2\frac{1}{4}$  inches wide, adapted to the most common sizes, for convenience of advertisers and agencies. This change, according to Waldo W. Sellow, business manager of *Harper's*, will reduce production costs for advertisers.

The basic editorial policy of discussion of the vital problems of the day, together with literary features, will remain unchanged. The main text page will be set in two columns, as heretofore.

Concurrent with this change in

format, *Harper's Magazine* will be printed by the Williams Press, Albany, N. Y.

Macfadden Publications, Inc., publishers of *Sport*, have instituted an action in the New York Supreme Court against Dell Publishing Co., Inc., claiming unfair competition in the publication by Dell of a quarterly magazine under the title of *Sports Album*. Macfadden charges that the Dell periodical has been deliberately designed in its appearance and title presentation to take advantage of the acceptance which *Sport* has achieved. It is further charged that the method of display on newsstands has caused, and will cause, confusion in the minds of distributors and the public.

Macfadden's original application for action by the Supreme Court was returned, upon a motion by Dell's legal counsel, for revision of technical phraseology. Revision was duly made, but with no change in the basic charges. The claim, along with Dell's answer, is now filed with the New York Supreme Court for action.

Milton Handler, legal counsel for Dell, categorically denies all allegations by Macfadden.

O. J. Elder, president of Macfadden Publications, Inc., and publisher of *Sport*, says, "We do not intend, if we can help it, to have any publisher ride along on our coat tails."

A spokesman for Dell has suggested that the circulation of *Sport* is not so impressive as to warrant any attempt at free riding, "even if another publisher might use such tactics—which Dell has not."

*Sports Album* is said to be a logical development in Dell's "album group."



FIRST AWARD to be presented by the Industrial Advertising Association of New York to the "Industrial Space Salesman of the Year" is won by Edward F. Coffey (left), *Electrical World*; presentation made by C. W. Shugert, I. A. A. president.



## TO YOUNG WORKING GIRLS — WHETHER IN LOVE OR NOT

When a young girl goes to work, she is apt to look on her job pretty much as a fill-in between maturity and marriage.

Whether in love or not, she's confident that a handsome breadwinner will come along...to provide her with a nice combination of bliss and security.

"So why," she may ask, "should I save money out of what I make?"

There are a number of reasons why—all good ones. For example:

(A) The right man might not happen along for some time.

(B) He might not be able to provide her with quite all the little luxuries a

young married woman would like to have.

(C) Having money of her own is a comfort to any woman, no matter how successfully she marries.

So we urge all working girls—if you're not buying U. S. Savings Bonds on a Pay-roll Plan, get started now.

It's an easy, painless, and automatic way to set aside money for the future. In ten years, you'll get back \$4 for every \$3 you put in—and a welcome \$4 you'll find it!

**Remember, girls**—having money of your own may not make you *more* attractive, but it certainly won't make you *less*!

### P.S.

*Women not on pay-rolls, but who have a checking account in a bank, should buy their Bonds on the simple, automatic Bond-A-Month Plan.*

## AUTOMATIC SAVING IS SURE SAVING — U.S. SAVINGS BONDS



Contributed by this magazine in co-operation  
with the Magazine Publishers of America as a public service.





**NEWS FRONT  
ACTION SPOT** FOR PRODUCT  
INFORMATION  
FOR PRODUCT  
ADVERTISING

Only \$95 to \$102 a month to place a factual advertisement for an industrial product in *Industrial Equipment News* . . . Industry's most complete product news service . . . The spot where more than 52,000 selected specifiers and buyers for the larger plants in all industries regularly look for their current requirements.

Details? Ask for "The IEN Plan" and for IEN's new N.I.A.A. Report,

**INDUSTRIAL EQUIPMENT NEWS**

Thomas Publishing Company  
461 Eighth Avenue, New York 1, N. Y.

CCA



NBP

**TOP \$7702**  
**PER-FAMILY  
INCOME**  
**in the Nation**  
\$7145  
\$6829  
\$6695  
\$6675

- We Believe

**HOLLYWOOD has it!**

The *Per-Family Income* in the Hollywood Citizen-News circulation area was \$7702 in 1946, according to the Los Angeles Bureau of Municipal Research. This tops the \$7145 of Cleveland Heights, ranked first in Sales Management's latest Survey of Buying Power.

Hollywood's intensive concentration of buying power results in a tremendous retail sales volume—\$826,287,978 in 1946. Here is a really BIG, SEPARATE market . . . a top drawer market that you can cultivate intensively only with the

**HOLLYWOOD  
Citizen-News  
AND ADVERTISER  
HOLLYWOOD, CALIFORNIA**

National Representatives  
**STORY, BROOKS & FINLEY, INC.**

122

To help millions of purchasers to get the advertised benefits from new appliances, the editors of *McCall's Magazine* have made available four new full-color slide films on the operation of electric sinks, refrigerators, washers, and home freezers. The full story behind the new films is told in a brochure which has been released to schools, home economic groups, utility companies and department stores.



EDWARD C. VON TRESS, newly named manager of *Holiday*, has been sales manager since 1945.

The new films, produced in the test kitchens of the magazine, are said to embody a new editorial movie technique. Designed for showing to groups of consumers by home economics and sales departments of gas and electric companies, the color films run from 12 to 15 minutes. With wide showings expected from these films, appliance manufacturers should receive an important plus in their consumer education programs.

#### RADIO

The Committee on National Radio Awards of The City College of New York, under the chairmanship of John Gray Peatman, announces its decisions for Plaques, Awards of Merit, and Honorable Mentions, in conjunction with the college's Fourth Annual Conference on Radio and Business, to be held at the Hotel Roosevelt, April 13-14. The Awards will be made at the luncheon at the hotel during the second day of the Conference.

Two bronze plaques will be awarded at that time. The Plaque for the outstanding radio program created and broadcast for the first time during 1947 goes to Rayshow, Inc., New York City, for its creation of "The Greatest Story Ever Told," a series of broadcasts which "dramatizes with superior good taste and effective listener appeal" episodes from the New Testament. The program is sponsored by The Goodyear

there's a  
reason  
for



In fact, there are more reasons for **MADemoiselle's LIVING** than a statistician can count. This is the magazine that is edited exclusively to help young homemakers build, furnish, decorate and equip their homes. To reach this audience. advertise in

**MADemoiselle's**

**LIVING**

The magazine for smart young homemakers  
A Street & Smith Publication  
122 East 42 Street, New York

**SALES MANAGEMENT**

Tire & Rubber Co., Inc., and is carried by the American Broadcasting Co., with the Kudner Agency, Inc., handling the account.

The Plaque for the outstanding achievement in promotion during 1947 again goes to Station WLW, Cincinnati, O., National Broadcasting Co. affiliate. WLW's winning promotional material will be on display at the Awards Luncheon.

Seven categories for Awards and seven classes of competition were set up. Thus, 49 Awards were possible. However, only 16 certificates for Awards of Merit are to be made, as the Committee did not make an award if it felt that none of the entrants in a given class and category merited one. Ten additional entries are to receive Honorable Mentions.

Here, listed by category and class, are the Awards to be given:

I. For the creation of the most effective direct-selling, sponsored radio program:

- (1) Sponsors, advertising agencies, program producers—Frederick W. Ziv, Inc., Cincinnati, O. "Favorite Story."
- (2) 500 to 1,000 watt radio stations—Radio Station WAAT, Newark, N. J. "Second Honeymoon."
- (3) National radio networks—Columbia Broadcasting System. "My Friend Irma."

II. For the creation of the most effective institutional, sponsored radio program:

- (1) Sponsors, advertising agencies, program producers—Rayshow, Inc., New York City. "The Greatest Story Ever Told."

IV. For the most effective promotion of a national radio program:

- (1) Sponsors, advertising agencies, program producers—Kudner Agency, Inc., New York City. "The Greatest Story Ever Told."
- (2) National radio networks—Columbia Broadcasting System. "The Eagle's Brood."

V. For the most effective promotion of a regional or intrastate radio program:

- (1) Sponsors, advertising agencies, program producers—The Narragansett Brewing Co., Cranston, R. I. Major League Baseball.
- (2) 5,000 to 10,000 watt radio stations—Radio Station WOWO, Ft. Wayne, Ind. "Fire."
- (3) Regional or intrastate radio networks—Columbia Pacific Network, Los Angeles, Calif. "Menace In White."

VI. For the most effective promotion of a local radio program:

- (1) 500 to 1,000 watt radio stations—Radio Station KLX, Oakland, Calif. KLX Hourly News Broadcasts.
- (2) 5,000 to 10,000 watt radio stations—Radio Station WKY, Oklahoma City, Okla. "Oklahoma's Front Page."

VII. For the most effective all-over radio station promotion:

- (1) 100 to 250 watt radio stations—Radio Station KELO, Sioux Falls, S. D.
- (2) 500 to 1,000 watt radio stations—Radio Station KLX, Oakland, Calif.



NEW general advertising agency formed: Victor A. Bennett Co., Inc., 511 Fifth Ave., New York City. Victor A. Bennett (left) is president, John L. Moore (right) vice-president and general manager of the agency.

- (3) 5,000 to 10,000 watt radio stations—Radio Station KMBC, Kansas City, Mo.
- (4) 50,000 watt radio stations—Radio Station WLW, Cincinnati, O.

VIII. For the most Effective all-over national radio network promotion:

- (1) National radio networks—Mutual Broadcasting System.

The judges of these Awards, under the chairmanship of Dr. Peatman, are Victor Dallaire, radio editor, *Printers' Ink*; E. W. Davidson, director of customer relations, SALES MANAGEMENT; Joe Koehler, editor, *Sponsor*; Maurine Brooks, radio editor, *Advertising Age*; William Packard, associate editor, *Tide*; Bruce Robertson, senior associate editor, *Broadcasting*; M. H. Shapiro, managing editor, *Radio Daily*.

## Back to College

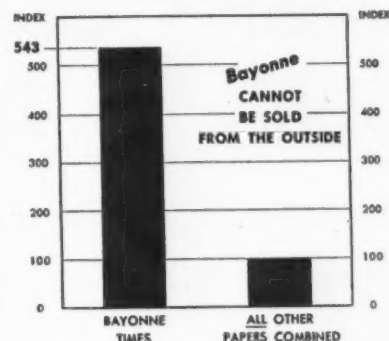
Can machine tools be sold more effectively? The National Machine Tool Builders' Association and the American Tool Distributors' Association show how the tool industry can benefit from matching creative salesmanship with product knowledge.

The two trade associations are picking 50 sales managers, district managers and sales engineers to enroll in the first refresher course in sales engineering for the machine tool industry at Sibley College of Engineering, Cornell University, July 12—July 23.

The course will cover products, methods and engineering types of analysis involved in the selection of suitable equipment and sales procedures to be used in presenting specific information on the use of specific tools for specific jobs by tool users.

The 24-man faculty, under the direction of Prof. Harry J. Loberg of the Department of Industrial Engineering at Cornell, will include sales executives from the industry, dealers, and customers of long experience with machine tools.

NEW JERSEY'S FOURTH LARGEST MARKET



## More than 5.4 TO ONE

THE BAYONNE TIMES delivers over 5.4 times more family coverage in Bayonne than all other competitive newspapers combined. \$67,205,000.00 in Retail Sales for 1946 makes Bayonne a good market. 93% Home Delivery makes THE BAYONNE TIMES a good paper for Foods, Drugs and other Retail Sales. Send for a copy of THE BAYONNE TIMES Market Data Book.

## THE BAYONNE TIMES

NATIONALLY REPRESENTED BY  
BOGNER & MARTIN  
295 Madison Ave., N. Y. • 228 N. La Salle St., Chicago

## WHY OVERLOOK 10 BILLION \$\$\$ WORTH OF SALES!

Wake up! 15 million American Negroes buy food, drinks, drugs, cosmetics, other products. They have 10 billion dollars to spend! Tell them what you have to sell. The best way is through Race publications, the Negroes' own newspapers and magazines. Through them you make friends with the most loyal customers in the world. Tremendous profits are made through advertising to this great and growing market. For full details write Interstate United Newspapers, Inc., 545 Fifth Ave., N. Y., serving America's leading advertisers for over a decade.

**NOTE:** We now have facts compiled by the Research Co. of America on brand preferences of Negroes from coast to coast, the only study of its kind ever made. Write now for this free information.

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**SEND FOR FREE PORTFOLIO**

## SPACE SALESMAN WANTED

Eastern representative to cover New England, N. Y., N. J., and Pa. for leading building material dealer publication. Knowledge of building industry and advertising sales desirable. Salary and bonus. Write fully, age, salary expected, etc. to H. A. Vance, American Lumberman, 175 Fifth Avenue, New York City.

# Second Quarter Sales Volume Likely to Expand by 5 to 10%

**Future Sales Ratings—a popular pre-war SM feature—now revived on quarterly basis to forecast 97 industries.**

The current issue of Future Sales Ratings is designed to reflect commodity price breaks and the varying changes of sentiment in SM's Board of Editors, numbering over 100. Virtually without exception, the Board views price declines as a fundamentally favorable development, with the realization that some heavily-inventoried lines might be hurt in the process.

Among the outstanding virtues of the price break is that it entails a lowered cost of living and reduces pressure for a third round of wage increases. Too, its inevitability has been obvious for so long and price peaks have been piling on one another for so long, that materialization of a lowered price level brings relief, clearing the atmosphere for some progressive plans which have been held in abeyance.

## Individual Outlook Changes

In studying the sales prospect ratings for individual industries, the reader must recognize that a certain *base* exists. We start with a consensus on the average expected increase in sales of all industry. For the second quarter this increase is expected to be 5 to 10% in dollar sales over the second quarter of 1947. A glance over the table shows a number of industries with the "medium" 3-star outlook rating.

Examples are Advertising (See column titled Sales Prospect Rating for 2nd Quarter.), Auto Sales (used), Farming, Musical Instruments, Paper, Personal Care, Physicians and Dentists, Soap, Toothpaste and Mouthwashes, Trucks, and Utilities. These industries, rated \*\*\*, are expected to increase their dollar sales in the second quarter of 1948 anywhere from 5 to 10% over their dollar sales for the second quarter of 1947.

For further perspective on the significance of these ratings, the *size* of the industry should be noted. This is easily obtainable from the table in the column of letters, titled Relative Size Rating. This column assigns a size rating to each industry. Taking

again the examples above, Advertising has a size rating of D. Since it has an annual sales volume of \$3,000,000,000, the quarter rating of sales would be \$750,000,000. A 10% increase over this figure would be \$75,000,000, which is a possibility for the second quarter of 1948, vs. the second quarter of 1947. A 5% increase would be \$37,500,000.

To use another example, the great Personal Care industry, doing an annual sales volume of \$2,300,000,000, and therefore rated D, is also expected to show an increase in dollar sales of 5 to 10% in the second quarter of 1948 vs. the second quarter of 1947. Evidently, this rating indicates a rise of approximately \$30,000,000 to \$60,000,000 in sales of this industry for the second quarter of 1948 vs. the second quarter of 1947.

## Base for Year Differs

The outlook for the next 12 months (as compared with the preceding 12 months) is not as favorable as the outlook for the second quarter. Consensus of increase expectations there runs from no increase at all to a 5% increase. Accordingly, to look at a few examples, Light Electrical Equipment sales in dollars for the next 12 months vs. the preceding 12 months are expected to range from no change to a 5% increase, reflecting the \*\*\* rating.

Lower rated industries than \*\*\*, which represents the medium, will in the next 12 months experience smaller dollar sales than in the preceding 12 months, with the largest percentage declines taking place in the industries rated only one star. Again, however, the *size* of the industry must be taken into account, so that the proper perspective may be had.

For example, Baking has a one-star rating and so does Cereals, but Baking is a \$2,500,000,000 industry from the standpoint of present annual sales, while Cereals is running the much smaller annual sales volume of \$300,000,000. Then, too, Clothing is running \$8,000,000,000 annual sales, and Luggage \$200,000,000, so that the one-star rating for each obvi-

ously does not mean the same from the standpoint of *number* of dollars. The *Percentage* decline in sales, however, will run about the same in each instance.

## Second Quarter Changes

A number of changes appear on this quarter's Future Sales Ratings chart, vs. that of the first quarter. For example, the atmosphere of Russian belligerence has created a rise in the aircraft rating, as larger orders flowed in. Consensus of the Board of Editors brings this rating up to \*\*\*\*\* for the second quarter of 1948 and \*\*\*\*\* for the next 12 months.

Instalment Financing, to use another example, gets a consensus upping to \*\*\*\*\* for the next 12 months, as goods flow in greater volume and consumers prefer immediate possession rather than to save the aggregate amounts needed for purchase. Instalment credit outstanding approximates \$6,000,000,000 while consumer credit of all kinds is close to \$14,000,000,000.

Another instance of exceptional boom is Sporting Goods, which were advanced one star for the second quarter and one star for the next 12 months. Explanation given is that, despite high production, pressure from dealers is tremendous in obtaining enough golf clubs, fishing rods, reels, silk fishing lines, silk tennis strings, firearms, and ammunition.

## Expert Opinion Prevails

The original ratings of SALES MANAGEMENT'S Future Sales Ratings are threshed and sifted thoroughly by Peter B. B. Andrews, former Industrial Economic Advisor, War Production Board, Washington, D.C. The ratings are then put through the acid test by a Board of Editors numbering over 100 and including editors of leading business magazines and papers, editors of statistical services, a wide range of economists, trade association statisticians, advertising agency research men, industrial analysts including many men who served on the War Production Board, and market research men.

Tabulations by each industry, with explanatory keys, are on the following page.

SALES MANAGEMENT



# FUTURE SALES RATINGS

## Key to Relative Size Ratings

(By industry sales volume)

- A—Ten Billion Dollars and Over
- B—Seven Billion to Ten Billion Dollars
- C—Four Billion to Seven Billion Dollars
- D—Two Billion to Four Billion Dollars
- E—One Billion to Two Billion Dollars
- F—One-Half Billion to One Billion Dollars
- G—Under a Half-Billion Dollars

## Key to Sales Prospect Ratings

(All ratings are relative to the median (★★★), which equals a 5-10% increase for the 2nd Qtr., 1948, vs. the 2nd Qtr., 1947; and no increase to a 5% increase for the next 12 mos., vs. the preceding 12 mos.)

- ★★★★★—Best Relative Outlook
- ★★★★—Very Good Relative Outlook
- ★★★—Good (Medium) Relative Outlook
- ★★—Fair Relative Outlook
- ★—Least Impressive Relative Outlook

	Relative Size Rating (See Above Key)	Sales Prospect Rating for Second Quarter (See Above Key)	Sales Prospect Rating for Next 12 Mos. (See Above Key)		Relative Size Rating (See Above Key)	Sales Prospect Rating for Second Quarter (See Above Key)	Sales Prospect Rating for Next 12 Mos. (See Above Key)
Advertising	D	★★★	★★★	Machine Tools	G	★	★★★
Air Conditioning		★★★★★	★★★★★	Machinery (Agric.)	E	★★★★★	★★★★★
Air Transportation	F	★★★★★	★★★★★	Machinery (Ind'l.)	B	★★★★★	★★★★★
Aircraft Sales	F	★★★★★	★★★★★	Meats	C	★	★
Auto Sales (New)	F	★★★★★	★★★★★	Medical Care	C	★★	★
Auto Sales (Used)	E	★★★	★★★	Metal Containers	F	★★★★	★★★
Auto Tires	E	★	★	Metals (Non-Ferrous)	C	★★★★★	★★★
Baking	D	★	★	Motion Pictures	E	★	★
Banks (Revenues)	F	★★	★	Musical Instruments	G	★★★★	★★★
Beer	F	★	★	Office Equipment	F	★★★★	★★★
Building (Heavy)	B	★★★★★	★★★★★	Oil Burners	G	★★★★★	★★★★★
Building (Residential)	C	★★★★★	★★★★★	Oil (Cooking)	G	★	★
Candy & Chewing Gum	E	★★	★	Paint	E	★★★★★	★★★★★
Canned Fruits & Veg.	E	★	★	Paper & Products	C	★★★★	★★★
Cereals	G	★	★	Personal Care	D	★★★★	★★★
Chemicals	A	★★★★★	★★★★★	Photographic Supplies	G	★★★★	★★★
Cigarettes	D	★★★	★★★	Physicians & Dentists	D	★★★★	★★★
Cigars	G	★★	★★	Plastics	F	★★★★★	★★★★★
Clothing (Men's, Women's & Children's)	B	★★	★	Printing & Publishing Equip.	F	★★★★★	★★★★★
Coal (Anthracite)	F	★★	★	Radios	E	★	★
Coal (Bituminous)	D	★★★★★	★★★★★	Railroad Equipment	D	★★★★★	★★★★★
Cosmetics	F	★★	★★	Railroads	B	★	★
Cotton Textiles	D	★	★	Refrigerators	F	★★★★★	★★★★★
Dairy Products	A	★	★	Restaurants & Bars	A	★	★
Department Stores	D	★★	★	Rubber Products	D	★★	★★
Diesel Engines	A	★★★★★	★★★★★	Security Financing	F	★★	★
Drugs & Medicines	F	★★	★	Shipbuilding	G	★★	★★
Education	D	★★	★	Shoes	D	★	★
Electrical Equipment (Heavy)	F	★★★★★	★★★★★	Silk Textiles	G	★	★
Electrical Equipment (Light)	E	★★★★	★★★	Soap	E	★★★	★★★
Exports	A	★★★★★	★★★★★	Soft Drinks	F	★★	★★
Farming	E	★★★	★★	Sporting Goods	A	★★★★★	★★★★★
Flour	E	★	★	Steel & Iron	F	★★★★★	★★★★★
Furs	G	★	★	Sugar	A	★	★
Gasoline & Oil	E	★★★	★★★★★	Surgical Equipment	G	★★★★★	★★★★★
Glass & Materials	E	★★★★★	★★★★★	Synthetic Textiles (Rayon, Nylon, etc.)	E	★★★★★	★★★★★
Groceries	E	★	★	Television	G	★★★★★	★★★★★
Hardware	E	★★★★★	★★★★★	Toothpaste & Mouthwashes	G	★★★★	★★★
Hotels	E	★★	★★	Toys & Games	G	★★★★	★★★
House Furnishings, (Floor Coverings, Furniture, Beds, etc.)	C	★★★★★	★★★★★	Trailers (Auto)	G	★★★★★	★★★★★
Household Products (Misc.)	C	★★★★★	★★★★★	Travel & Vacations	A	★★★★★	★★★★★
Imports	C	★★★★★	★★★★★	Travel (Sea)	E	★★★★★	★★★★★
Installment Financing	C	★★★★★	★★★★★	Trucks	D	★★★	★
Insurance	E	★★	★	Utilities (Electric)	C	★★★	★★
Jewelry & Watches	E	★	★	Utilities (Gas)	E	★	★
Laundries	F	★	★	Utilities (Telegraph)	G	★	★
Liquor (Alcoholic)	C	★★★	★★★	Utilities (Telephone)	D	★	★★
Luggage	G	★	★	Vacuum Cleaners	G	★★★★	★★★
				Washers (Household)	G	★★★★★	★★★★★

Note: Future Sales Ratings are specially copyrighted by SALES MANAGEMENT, 386 Fourth Avenue,  
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# HIGH SPOT CITIES

## Retail Sales and Services Forecast for April, 1948

Strikes, the ERP, increased military expenditures, all point toward rising prices and a continued up-trend in the dollar volume of retail sales and services. SALES MANAGEMENT predicts that the April volume, seasonally corrected, will go up another 7.5 points from March for a national increase over the similar 1939 month of 175.0%.

There are relatively few changes in the leading fifteen cities—but more than a score of cities have a City-Index better than 100 points above the national average. The fifteen leaders are: San Jose, Calif., 455.3; South Bend, Ind., 454.2; Wichita, Kan., 447.6; San Diego, Calif., 444.2; Fresno, Calif., 440.6; Tucson, Ariz., 431.4; Topeka, Kan., 425.0; Miami, Fla., 405.0; San Bernardino, Calif., 400.5; Oakland, Calif., 398.5; Spartanburg, S. Car., 396.2; Sioux City, Iowa, 388.6; Reno, Nev., 387.0; Albuquerque, N. Mex., 386.4; Phoenix, Ariz., 385.0.



**Sales Management's Research and Statistical Department** has maintained for several years a running chart of the business progress of approximately 200 of the leading market centers of the country. Some important cities are omitted because month-to-month data on their bank

debits are not available. These bank debits reflect 95% of all commercial activities, are the most reliable indicators of economic trends, and are used as a basic factor in SM's estimating.

The estimates cover the expected dollar figure for all retail activity, which includes not only retail store sales as defined by the Bureau of the Census, but also receipts from business service establishments, amusements and hotels. These last three items are forms of retail expenditure which belong in the grand total since they are just as much examples of retail expenditure as the purchase of coffee in a food store or apparel in a clothing store.

**Two index figures are given**, the first called, "City Index." This shows the ratio between the sales volume for this year's month and the comparable 1939 month. A figure of 175.0, for example, means that total retail sales and services in the city for the month indicated will show a probable increase of 75% over the similar 1939 month. . . . The second column, "City-National Index," relates that city to the total probable national change for the same period. A city may have a sizable gain over its own past, but the rate of gain may be less than that of the Nation. All figures in the second column above 100, indicate cities where the change

is more favorable than that for the U.S.A. The City-National figure is derived by dividing the index figure of the city by that of the nation. The third column, "\$ Millions" gives the total amount of retail sales and services estimate for the same month as is used in the index columns. Like all estimates of what will happen in the future, both the index and the dollar figures can, at best, be only good approximations, since they are necessarily projections of existing trends. Of greater importance than the precise index of dollar figures is the general ranking of the city, either as to percentage gain or total size of market as compared with other cities.

In studying these tables three primary points should be kept in mind.

**1. How does the city stand in relation to its 1939 month?** If the "City Index" is above 100, it is doing more business than in 1939. This is currently true of all 200 cities.

**2. How does the city stand in relation to the Nation?** If the "City-National Index" is above 100, it means that the city's retail activity is more favorable than that of the Nation as a whole.

**3. How big a market is it?** The dollar volume reflects quantity of expenditures for sales and services. In the tables readers will find many medium-size cities with big percentage gains but small dollar expenditures, many big cities with small percentage gains but big dollar expenditures.

(These exclusive estimates of retail sales and services are fully protected by copyright. They must not be reproduced in printed form, in whole or in part, without written permission from Sales Management.)

★ Cities marked with a star are Preferred-Cities-of-the-Month, with a level of sales compared with the same month in 1939 which equals or exceeds the national change.

### Suggested Uses for This Index

(a) Special advertising and promotion drives in spot cities. (b) A guide for your branch and district managers. (c) Revising sales quotas. (d) Basis of letters for stimulating salesmen and forestalling their alibis. (e) Checking actual performance against potentials. (f) Determining where drives should be localized.

### As a special Service

this magazine will mail 10 days in advance of publication, a mimeographed list giving estimates of Retail Sales and Services volumes and percentages for approximately 200 cities. The price is \$1.00 per year.

### RETAIL SALES AND SERVICES (SM Forecast for April, 1948)

	City Index	Nat'l Index	\$ Millions
<b>UNITED STATES</b>			
	275.0	100.0	11,125.00
<b>Alabama</b>			
★ Birmingham	335.5	121.5	33.25
★ Mobile	325.1	118.0	11.27
★ Montgomery	300.4	109.0	7.43
<b>Arizona</b>			
★ Tucson	431.4	156.7	9.05
★ Phoenix	385.0	140.0	19.30

(Continued on page 128)

SALES MANAGEMENT



Leading N. Y. State's High-Spot Cities is a habit with Hempstead Town.\* In April, twenty-third consecutive month in the lead, retail sales forecast is 215.2% above April 1939; 14.7% above national gain for same period. Volume for April, \$31,750,000.

Spring and robins! They mean the same thing . . . the young year teeming with fertility, new life.

Hempstead Town and the Review-Star go together like that in a promise of a rich sales harvest for you. Hempstead Town's vigorously growing economy now yields \$275,-000,000 in retail sales . . . is brimming with the assurance of greater volume developing

And the Review-Star . . . well, ask the men whose judgment on media is rigidly controlled by the daily ring of the cash register. They'll tell you it's the Review-Star for results in this prosperous market. And while you're at it, check this newspaper's department store, grocery store, financial lineage in Media Records.\* You'll get the same story.

\*See Media Records "First 50" for financial.



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APRIL 1, 1948



ALLENTOWN STORES  
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**BETHLEHEM  
GLOBE-TIMES**

DURING '47!

Why? Because they know Bethlehem and Allentown are one market—and that they can't cover the Bethlehem part of this market without the Globe-Times.

Rolland L. Adams, mgr.

Represented nationally  
by DeLisser, Inc.

## BIG SALES HUNTER?

What a field day you'll have in busy, prosperous Woonsocket! Retail business, payrolls, food and drug sales—all zooming! Quality-of-market rating is 13% over the national average. (Source: S. M. Survey)

Ammunition? One paper gives you 99.6% coverage—the—

**WOONSOCKET**



Representatives:  
Gilman, Nicoll & Ruthman

## HIGH SPOT CITIES

(Continued from page 126)

RETAIL SALES AND SERVICES  
(SM Forecast for April, 1948)

City	City Index	Nat'l Index	\$ Millions
------	------------	-------------	-------------

### Arkansas

☆ Fort Smith	308.5	112.2	3.95
Little Rock	274.2	99.7	11.63

### California

☆ San Jose	455.3	165.6	20.35
☆ San Diego	444.2	161.6	45.75
☆ Fresno	440.6	160.2	20.00
☆ San Bernardino	400.5	145.7	9.03
☆ Oakland	398.5	144.9	66.61
☆ Long Beach	380.1	138.2	36.50
☆ Berkeley	368.2	134.0	12.36
☆ Pasadena	365.3	133.0	18.77
☆ Los Angeles	330.0	120.0	243.65
☆ Stockton	326.6	118.8	12.65
☆ Santa Barbara	281.2	102.4	6.84
☆ Sacramento	280.5	102.1	18.21
San Francisco	265.0	96.4	110.00

### Colorado

☆ Denver	305.5	110.1	50.50
☆ Colorado Springs	288.3	105.0	6.45
☆ Pueblo	284.7	104.6	6.58

### Connecticut

☆ Stamford	296.5	107.9	9.25
☆ Hartford	284.6	103.6	29.28
☆ Bridgeport	283.3	103.1	19.66
☆ New Haven	275.4	100.2	22.00
Waterbury	242.2	88.2	11.18

### Delaware

Wilmington	258.0	93.8	18.25
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### District of Columbia

Washington	268.7	97.6	90.65
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### Florida

☆ Miami	405.0	147.3	32.50
☆ Pensacola	360.4	131.0	4.68
☆ Tampa	356.2	129.5	14.50
☆ Jacksonville	317.6	115.5	22.25
☆ St. Petersburg	295.3	107.4	9.70
☆ Orlando	290.8	105.7	7.22

### Georgia

☆ Columbus	372.0	135.3	8.44
☆ Atlanta	358.9	130.4	45.00
☆ Macon	355.6	129.3	9.13
☆ Albany	308.2	112.1	3.40
☆ Savannah	300.4	109.2	10.85
☆ Augusta	275.3	100.1	6.43

### Hawaii

☆ Honolulu	350.5	128.2	49.25
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### Idaho

☆ Boise	340.2	123.7	5.47
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RETAIL SALES AND SERVICES  
(SM Forecast for April, 1948)

City	City Index	Nat'l Index	\$ Millions
------	------------	-------------	-------------

### Illinois

☆ Rockford	358.9	130.5	13.60
☆ Peoria	300.0	109.1	17.25
☆ East St. Louis	295.6	107.5	7.84
Moline-Rock Island-N.			
Moline	272.3	99.0	10.28
Chicago	265.4	96.5	390.00
Springfield	263.2	95.8	10.75

### Indiana

☆ South Bend	454.2	165.1	17.50
☆ Fort Wayne	355.3	129.2	18.81
☆ Gary	337.6	122.7	16.05
☆ Evansville	314.5	114.4	17.00
☆ Indianapolis	295.4	107.4	55.22
Terre Haute	260.7	94.8	9.00

### Iowa

☆ Sioux City	388.6	141.3	11.88
☆ Des Moines	300.8	109.3	20.95
☆ Davenport	290.0	105.5	9.00
☆ Cedar Rapids	287.2	104.5	8.63

### Kansas

☆ Wichita	447.6	162.6	24.43
☆ Topeka	425.0	154.5	13.50
☆ Kansas City	340.0	123.6	10.81

### Kentucky

☆ Louisville	290.5	105.6	33.10
Lexington	270.2	98.2	9.65

### Louisiana

New Orleans	265.3	96.4	52.60
Shreveport	256.1	93.1	15.35

### Maine

☆ Lewiston-Auburn	307.4	111.8	6.75
☆ Bangor	288.0	104.7	5.16
Portland	274.3	99.7	11.54

### Maryland

☆ Baltimore	286.0	104.0	111.86
Cumberland	265.2	96.4	6.00

### Massachusetts

☆ Springfield	275.2	100.1	21.25
☆ Holyoke	275.0	100.0	6.31
Fall River	273.6	99.4	10.65
New Bedford	272.4	99.0	10.33
Worcester	267.8	97.3	22.75
Boston	218.2	79.2	110.20
Lowell	207.5	75.4	9.11

### Michigan

☆ Lansing	353.4	128.5	13.76
☆ Jackson	333.0	121.1	8.32
☆ Detroit	316.5	115.1	206.52
☆ Battle Creek	315.2	114.6	7.35
☆ Grand Rapids	305.3	111.0	22.50
☆ Flint	300.0	109.1	19.47
☆ Kalamazoo	296.5	107.8	10.05
☆ Saginaw	293.6	106.7	7.84
Bay City	260.3	94.6	6.04
Muskegon	245.0	89.0	5.90

### Minnesota

☆ Minneapolis	310.6	112.9	72.50
☆ St. Paul	280.7	102.1	44.00
Duluth	260.4	94.6	13.00

(Continued on page 129)

SALES MANAGEMENT

Now Available

## MONTHLY GROCERY INVENTORY

For Winston-Salem and Forsyth County.

Includes 42 Classifications

Contact Kelly-Smith Company or write direct to our Research Department.

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**JOURNAL and SENTINEL**  
MORNING SUNDAY EVENING  
National Representative: KELLY-SMITH COMPANY

IS YOUR  
ADVERTISING—DIRECT MAIL  
RUN DOWN?



- Could your Direct Mail or Advertising use a shot in the arm . . . some fresh copy to stimulate greater response . . . a new twist to your sales story?
- If you feel that you are not getting the most out of your present advertising and direct mail program, why not consult us. It costs you nothing to see and hear what we have to offer.
- We are a two man team, chock-full of new ideas for advertising, direct mail, and promotion. Permit us to analyze your current advertising or direct mail problems and we will submit our ideas for your approval. Write box 373, Sales Management, 386 Fourth Ave., New York 16, N. Y.

(Continued from page 128)

RETAIL SALES AND SERVICES  
(SM Forecast for April, 1948)

	City Index	Nat'l Index	\$ Millions
<b>Mississippi</b>			
☆ Jackson	358.1	130.3	8.75
<b>Missouri</b>			
☆ Springfield	373.5	135.8	7.25
☆ St. Joseph	341.4	124.2	7.11
☆ Kansas City	315.2	114.7	51.00
St. Louis	265.0	96.3	73.18
<b>Montana</b>			
☆ Billings	317.4	115.5	5.32
☆ Great Falls	305.0	111.0	5.63
<b>Nebraska</b>			
☆ Omaha	337.6	122.8	29.25
Lincoln	255.3	92.8	10.00
<b>Nevada</b>			
☆ Reno	387.0	140.8	7.40
<b>New Hampshire</b>			
Manchester	263.2	97.5	7.95
<b>New Jersey</b>			
☆ Paterson	302.1	110.0	21.15
☆ Newark	295.0	107.3	72.50
☆ Elizabeth	292.4	106.3	13.35
☆ Passaic	283.6	103.2	12.64
Jersey City-			
Hoboken	272.3	99.0	25.35
Camden	253.7	92.2	14.50
Trenton	250.0	90.9	18.75
<b>New Mexico</b>			
☆ Albuquerque	386.4	140.5	7.85
<b>New York</b>			
☆ Hempstead			
Township	315.2	114.7	31.75
☆ Binghamton	281.5	102.4	9.43
☆ Niagara Falls	278.3	101.3	7.23
☆ Jamestown	275.4	100.2	5.13
☆ Syracuse	275.6	100.3	22.25
Troy	274.2	99.8	7.18
Schenectady	267.8	97.3	9.65
Albany	260.0	94.5	16.00
Buffalo	255.7	92.9	55.00
Rochester	250.0	90.9	34.14
Elmira	245.3	89.2	5.87
New York	245.0	89.0	700.00
Utica	235.3	85.6	9.30
<b>North Carolina</b>			
☆ Winston-Salem	335.0	121.8	8.73
☆ Durham	332.2	120.8	7.96
☆ Asheville	330.3	120.1	7.35
☆ Charlotte	328.4	119.4	15.00
☆ Greensboro	325.1	118.2	8.25
☆ Salisbury	295.5	107.5	3.77
Raleigh	242.6	88.2	5.50
<b>North Dakota</b>			
☆ Grand Forks	351.0	127.6	2.66
☆ Fargo	323.2	117.5	5.00
<b>Ohio</b>			
☆ Dayton	345.5	125.6	30.00
☆ Warren	337.2	122.6	5.90
☆ Akron	335.0	121.8	33.65
☆ Toledo	305.7	110.2	37.15
☆ Cleveland	297.6	108.2	109.50
☆ Youngstown	295.0	107.3	19.85

(Continued on page 130)

A PROSPEROUS  
MARKET!

## Union County, N. J.

For SINGLE newspaper  
COVERAGE it's the

**Elizabeth Daily Journal**

Trading Zone Population  
305,500

Retail Sales 1947  
\$228,200,000

Percent Above Nat'l.  
Income  
(Net per family effective buying  
income)

**ELIZABETH 30% Higher  
TRADING ZONE 14%  
Higher**

\*Source Sales Management

Union County's  
Home Town  
Daily Newspaper

**Elizabeth Daily Journal**  
ELIZABETH, N. J.

Special Representatives  
**WARD-GRIFFITH CO., Inc.**

DELAWARE  
COUNTY (PA.)  
HAS



BUT ONLY ONE  
**Daily  
Home Town  
Newspaper**

**Chester  
Times**

ALFRED G. HILL, Publisher

C. I. EAMES, General Manager

DON McKAY, Local Advertising Manager

Nationally Represented by Story, Brooks & Finley

for  
HOT INFORMATION  
on  
TOP STATIONS  
in  
TOP MARKETS...

ask your  
JOHN BLAIR  
man!

**JOHN  
BLAIR  
& COMPANY**

REPRESENTING LEADING RADIO STATIONS

Offices in Chicago • New York • Detroit

St. Louis • Los Angeles • San Francisco

## Another Big Season for ST. PETERSBURG

St. Petersburg, Florida's Sunshine City, has again enjoyed a bumper tourist season and has had, we believe, the best tourist business of any large city in the state. Hotels, apartments and cottage courts have been filled and many of the visitors are staying on into the popular Spring Season. This means big revenue for St. Petersburg — large buying income for this rich market.

The St. Petersburg Times covers this market completely morning and Sunday.

**ST. PETERSBURG, FLORIDA**

Morning **TIMES** Sunday

Represented by  
**THEIS & SIMPSON CO., INC.**  
V. J. Obenauer, Jr. in Jacksonville

## HIGH SPOT CITIES

(Continued from page 129)

RETAIL SALES AND SERVICES  
(SM Forecast for April, 1948)

City	City Index	Natl Index	\$ Millions
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### Ohio (cont'd)

☆ Canton	282.2	102.6	14.20
☆ Zanesville	280.3	101.8	5.35
☆ Cincinnati	278.8	101.4	58.35
☆ Columbus	277.4	100.9	39.75
☆ Springfield	254.0	92.4	6.73
☆ Steubenville	225.1	81.8	5.00

### Oklahoma

☆ Tulsa	295.2	107.4	18.30
☆ Oklahoma City	273.6	99.5	32.55
☆ Muskogee	265.7	96.6	3.63

### Oregon

☆ Portland	335.6	122.0	57.00
☆ Salem	332.2	120.7	5.93

### Pennsylvania

☆ York	307.2	111.7	8.12
☆ Erie	305.5	111.1	13.65
☆ Chester	276.3	100.5	8.90
☆ Pittsburgh	265.7	96.6	85.50
☆ Wilkes-Barre	265.6	96.4	10.70
☆ Allentown	260.2	94.6	13.90
☆ Altoona	258.4	94.0	8.20
☆ Bethlehem	258.0	93.8	6.14
☆ Johnstown	257.6	93.6	9.31
☆ Norristown	255.8	93.0	4.65
☆ Philadelphia	250.0	90.9	188.54
☆ Lancaster	247.5	90.0	9.00
☆ Harrisburg	245.0	89.1	13.05
☆ Williamsport	240.4	87.4	5.45
☆ Reading	225.3	81.9	12.37
☆ Scranton	201.1	73.2	12.05

### Rhode Island

☆ Woonsocket	267.5	97.3	5.00
☆ Providence	252.2	91.3	34.32

### South Carolina

☆ Spartanburg	396.2	144.1	7.00
☆ Greenville	360.0	130.9	7.76
☆ Columbia	307.5	111.8	8.55
☆ Charleston	273.6	99.5	9.30

### South Dakota

☆ Aberdeen	382.3	139.0	3.23
☆ Sioux Falls	360.0	130.9	6.40

### Tennessee

☆ Knoxville	360.2	130.9	17.15
☆ Nashville	335.3	122.0	20.75
☆ Memphis	330.0	120.0	37.50
☆ Chattanooga	293.6	106.8	14.70

### Texas

☆ Houston	375.3	136.5	57.25
☆ Fort Worth	370.0	134.5	28.43
☆ Dallas	365.7	132.9	50.50
☆ Amarillo	360.4	131.1	8.24
☆ El Paso	350.4	127.4	10.15

RETAIL SALES AND SERVICES  
(SM Forecast for April, 1948)

City	City Index	Natl Index	\$ Millions
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☆ San Antonio	333.0	121.1	29.47
☆ Waco	332.2	120.5	7.00
☆ Beaumont	330.3	120.1	8.40
☆ Wichita Falls	321.4	116.9	7.23
☆ Corpus Christi	307.5	111.8	10.25
☆ Austin	285.6	103.8	10.95
☆ Galveston	255.8	93.0	7.84

### Utah

☆ Ogden	375.3	136.5	7.15
☆ Salt Lake City	315.7	114.8	21.46

### Vermont

☆ Burlington	260.5	94.5	5.07
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### Virginia

☆ Portsmouth	350.0	127.2	6.40
☆ Norfolk	337.6	122.7	20.10
☆ Newport News	308.5	112.2	6.20
☆ Richmond	288.7	104.9	31.50
☆ Roanoke	285.1	103.7	9.77
☆ Lynchburg	240.7	87.5	4.71

### Washington

☆ Tacoma	344.8	125.3	18.75
☆ Seattle	317.6	115.5	67.23
☆ Spokane	307.7	111.8	19.00

### West Virginia

☆ Huntington	305.3	111.0	7.24
☆ Charleston	267.9	97.2	10.73
☆ Wheeling	240.5	87.4	6.67

### Wisconsin

☆ Green Bay	327.6	119.1	6.85
☆ Appleton	317.3	115.4	4.08
☆ Milwaukee	312.7	113.7	85.61
☆ Madison	290.2	105.6	10.68
☆ La Crosse	282.4	102.6	5.20
☆ Sheboygan	280.4	102.0	4.65
☆ Superior	270.0	98.2	4.13
☆ Manitowoc	262.6	95.5	3.40

### Wyoming

☆ Cheyenne	306.6	111.5	3.77
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**SALISBURY**

NORTH CAROLINA

16th In Population Ranks

**1<sup>st</sup>** In  
Per Capita

**RETAIL SALES**

Write for copy of  
**BRAND PREFERENCE SURVEY**

**POST**

Evening and Sunday Morning

**SALISBURY, N. C.**

WARD-GRIFFITH CO., Representatives

**SALES MANAGEMENT**



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## THIS SALES MANAGER

### Builds Sales with Modern Methods

In three years he has brought sales of present employer to first place in the industry. Accomplished by educating, training, inspiring of salesmen with constructive sales manuals, effective sales presentations, monthly bulletins. His original plan attracted salesmen of higher calibre, who were trained to educate and train distributors' salesmen to get better results from the retailer. Adept at holding sales meetings. Experienced in supervision of trade advertising and merchandising material. Frequent speaker at regional, state and national conventions of industry. Widely quoted in trade press. If you are looking for a competent sales manager or feel the need of better selling, address Box 2526, Sales Management, 386 Fourth Ave., New York, N. Y.

## 2,000,000 HOUSEWIVES 1/2¢ EACH!

Don't mail helter-skelter hoping to reach the women you want. Direct your mailings with rifle accuracy. Make sure every letter, every circular, every penny of postage delivers full value. Use this fresh, new, untouched list of 2,000,000 housewives (women who have already responded voluntarily to a homemaking offer) and KNOW your direct mail is working in fertile ground. Ask for details.

**WILLIAM STROH, JR.**  
568-570 54th Street, WEST NEW YORK, N. J.

## SALES MANAGER

## OPPORTUNITY!

THE RIGHT MAN is probably between 35 and 40, has some knowledge of electronics and audio engineering, with at least ten years experience in sales management. We demand a man with proved executive sales ability—experienced in getting distribution and dealer cooperation with national advertising. Salary open. Unlimited opportunity with progressive Chicago manufacturer. Write in detail. Box 2525, Sales Management, 386 4th Ave., New York 16, N. Y.

## "C-L-O-S-E" MAKES THE SALESMAN

BY LEON EPSTEIN

Newest booklet in the SELLING SIMPLIFIED Series. Available soon for quantity purchases. SAMPLE COPY FREE to executives writing on company letterhead.

Sales Research Institute, 103 Park Ave., N. Y. C.

## AMERICA'S FINEST MARKETING MAP of the United States for Sales and Executive Use

— PLUS —  
283 Beautiful Sales Wall Maps covering the Major U. S. Markets. All Maps 65 x 44" mounted, mechanically indexed, cellophane laminated. IN-QUIRIES cordially invited. FREE Illustrated Brochure upon request.

**HEARNE BROTHERS**  
24th Fl., National Bank Bldg., Detroit 26, Mich.

## SALES PROMOTION MANAGER

Genuine opportunity with a nationally known manufacturer—

For a young man who knows advertising and sales promotion, and is familiar with the marketing of home heating equipment or similar lines. Must be capable of supervising a department and coordinating a full scale promotional campaign with national sales program. Write fully, giving age, experience, income requirement. Your reply held confidential. Address Box 2527, Sales Management, 386 Fourth Ave., N. Y.

## TEST YOUR SALES APPLICANTS

A STANDARDIZED 2-HOUR SCREEN TEST Gives Reliable Data on 20 Aptitudes, Interests, and Personality Factors. 24-Hour Service —Send for Free Brochure.

**PERSONNEL TESTING LABORATORIES**  
20 East Jackson Blvd., Chicago 4, Ill.

# COMMENT

## "LEND LEASE" SALES TRAINING VS. COLLEGE "PINKOISM"

Are you one of the many sales executives now working hard to interest more college students in selling as a career? Are you, at the same time, one of the many business executives who wish you could help offset the anti-business pap fed to college students by pinkos?

To you we suggest a plan of action we think aims at both targets. It can be called "lend lease sales training." It was called that by President W. W. Wachtel of Calvert Distillers Corp. the other night in New York when he received honorary membership in Tau Kappa Alpha the 40-years-old, 110-chapter college society to encourage better public speaking.

Mr. Wachtel wants general business administration taught not alone as a post-graduate course "that turns out men trained to be presidents 25 years from now;" he wants business administration students lend-leased to business for practical experience during their courses "so they'll be ready to do the jobs they have to do *today*."

Well, let's apply that to *sales* training during college years. We suggest that sales executives who promote selling as a career to college boys go one important step farther. Arrange to hire interested students for summer jobs in sales departments. Start them in sales research and helper tasks. Then let them watch salesmen at work. Finally give them a taste of outside selling. With sympathetic supervision by sales officers, this *practical* training should add spice to the National Federation of Sales Executives' "Selling As a Career" campaign. It should produce more college graduates that are ready to sell.

And we think the suggestion has another virtue that should appeal to people worrying about "pinkoism." Give a college lad a real sniff of business from the inside; let him get "on the team" with good sales executives and salesmen; pay some attention to him for his encouragement. . . . You will not have to worry much about *his* becoming a rebel against American free enterprise. Instead, after each summer's work, he is likely to start a college backfire in its defense. We've seen it work.

## CORPORATION COST OF LIVING

"Look at the swollen earnings of business!" scream the critics. "Look at the whopping profits! And then look at the common man's cost of living!"

But who is pointing out what has happened to the cost of living for *corporations*? Not many businesses are talking about that with clarity. Most of them could, though of course there are the usual few who dare not.

Socony-Vacuum is one that speaks up. It says corporations are affected by the rise in cost of living just like anybody else. A new service station costs three times what it did 10 years ago. Pipe lines that used to cost \$12,000 a mile now cost \$30,000. The estimated cost of drilling a well is up from \$33,000 in 1941 to over \$70,000 today. Refinery equipment which cost before the war around \$400 per barrel of capacity now costs over \$1,000. And so on.

Practically every business could tell about the same story. "People are prone to forget," comments *The New York Times*, "that when inflation strikes it strikes not only the individual, but everyone whose income is measured in dollars, and that a corporation or other business is no exception."

It's true that corporation profits last year—estimated at around \$17 billion—were the largest on record, but they were less than a tenth of the \$200 billion national income. And so big a share of earnings have been plowed back into business to meet depreciation charges and costs of necessary expansion that the average American stockholder has not necessarily been getting rich. Government reports show that only 3.1% of the 1947 total national income went to stockholders. In only three of the past 18 years did investors receive a smaller share of the total national income. This is no great encouragement to investment capital . . . which makes jobs.

It strikes us more corporations should be telling this story in detail about their own current experiences. It should clear up some prevailing illusions and strengthen public confidence in American business management.

## WHOLESALE? DISTRIBUTOR? JOBBER?

What, exactly, is a distributor?

Pardon us for bringing it up. We do it only because we wish to confer kudos upon that brave man, George S. Jones, Jr., vice-president of Servel, Inc. The other day he publicly laid down some definitions. We pass them along to solace—or irritate—99% of men who have tried their hand at this herculean task of disentangling "Wholesaler," "Distributor" and "Jobber" . . . drawing applause from one quarter, catcalls from another. This is what Mr. Jones believes:

A *wholesaler* is "roughly" that person, or firm, who buys directly from the manufacturer for resale to retail outlets. Thus, distributors and jobbers are wholesalers.

A *distributor* "commonly" handles only one brand of each type of appliance in a price line, "usually" with an exclusive or semi-exclusive territory. He "ordinarily" franchises selected dealers in protected or semi-protected territories. He carries out the marketing policies of the manufacturer. If over half of his business is in a manufacturer's line, he is "likely" to be identified as a distributor for that manufacturer. He aggressively supports that manufacturer's products.

A *jobber* is a wholesaler who handles many competitive brands and has no exclusive territory. He is likely to sell to any retailer whose credit rating is satisfactory. His volume in any one manufacturer's line is a small percentage of his total sales. He does not necessarily support aggressively any manufacturer's products or policies.

There you have it . . . a fairly clear-cut set of definitions containing a minimum of "buts" and "on-the-other-hands," such as exist in America's confusion of distribution terms. Mr. Jones says of course *some* distributors are distributors to one manufacturer and jobbers to another. But that doesn't confuse the *definitions*. We think Mr. Jones has done a job for you.